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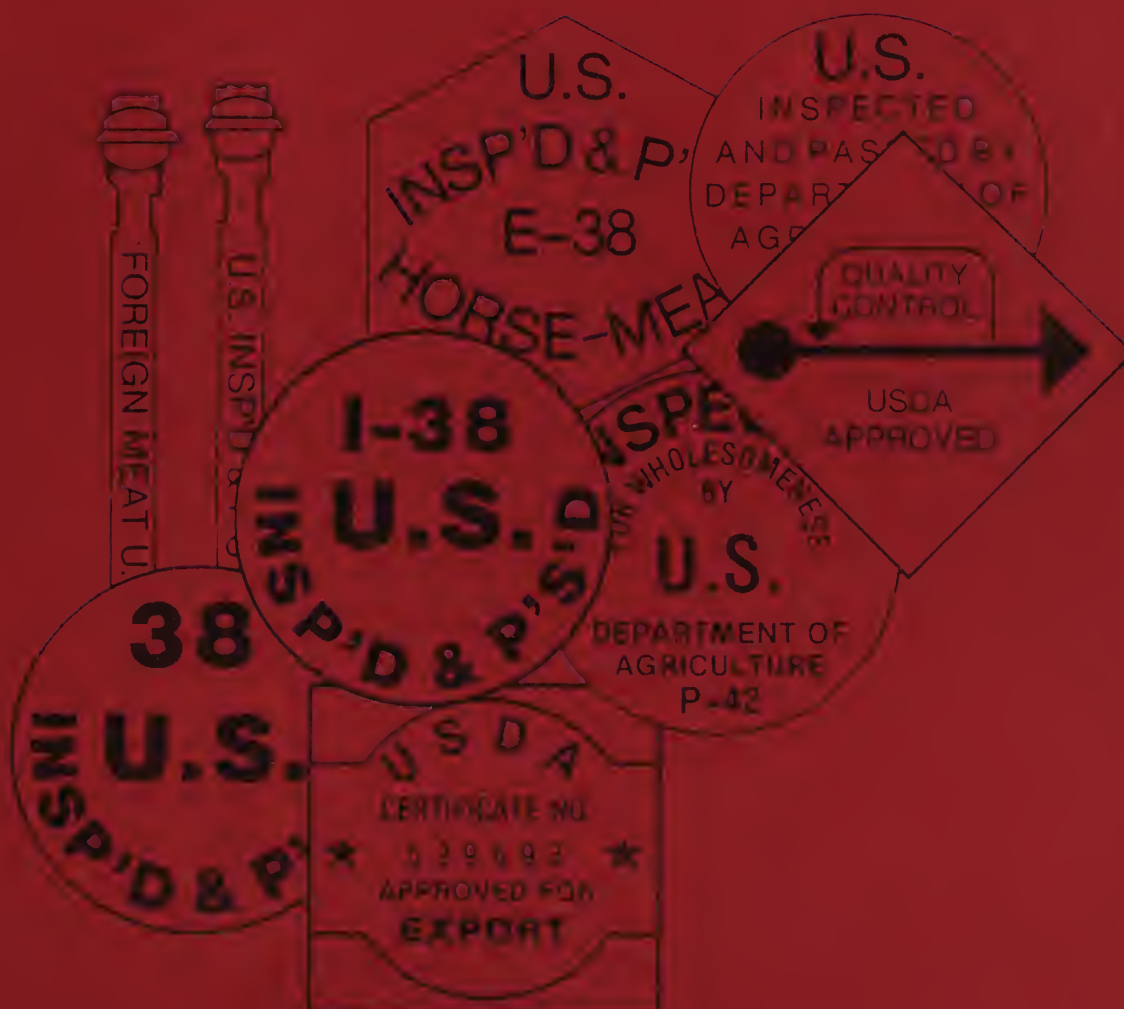
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Food Safety  
and Inspection  
Service

Washington, D.C.

October 1984

# Food Safety and Inspection Service Program Plan Fiscal Year 1985







United States  
Department of  
Agriculture

**Food Safety  
and Inspection  
Service**

Washington, DC

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## ABSTRACT

This report provides information on the Food Safety and Inspection Service programs for Fiscal Year 1985. It presents significant accomplishments of the past year, an overview of plans for FY 1985, and a feature article titled, "An FSIS Planning System -- The Next Phase." It also outlines the goals, objectives, and projected accomplishments for each program area and the resources (person-years and dollars) allocated to achieve them.

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## ADMINISTRATOR'S MESSAGE

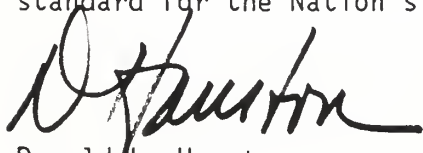
This is the sixth edition of our Annual Program Plan. The Food Safety and Inspection Service (FSIS) employs 9,800 people, and it has an annual budget of \$391 million. The Agency has a diverse array of programs and objectives. This comprehensive Annual Plan describes the activities we undertake to provide consumers with safe, wholesome, and properly labeled meat and poultry products.

FSIS is an Agency in progress. We have over the past few years, in addition to carrying out our traditional inspection activities, undertaken new activities to modernize in-plant inspection, make the label approval process less cumbersome, facilitate international trade, and eliminate harmful residues.

This year FSIS has implemented a new five-point program that will enhance the Agency's ability to quickly and effectively confront meat and poultry plants identified as chronic violators of basic sanitation and other Federal meat and poultry inspection requirements. This program will strengthen consumer protection, alleviate public concerns and negative perceptions about the Federal inspection program, and provide for a more efficient use of inspection resources.

A general theme of cost-effective public health protection emerges from this Plan. Many of our activities represent Agencywide efforts to control costs, increase productivity, and develop new and more efficient approaches to meat and poultry inspection.

In all of these activities, FSIS has achieved its traditionally high standard of consumer protection. Fiscal Year 1985 will demonstrate the Agency's continued efforts to maintain this standard for the Nation's meat and poultry products.

A handwritten signature in black ink, appearing to read "D. Houston", written in a cursive style.

Donald L. Houston  
Administrator  
Food Safety and Inspection Service

October 1984  
Washington, D.C.



## FSIS OVERVIEW

### INTRODUCTION

The Food Safety and Inspection Service (FSIS) inspects domestic and imported meat and poultry food products to assure they are safe, wholesome, not economically adulterated and properly labeled. The Agency also monitors the activities of meat and poultry plants and related activities in allied industries, and establishes standards and approves labels for meat and poultry products.

FSIS's responsibility to protect the public from unwholesome and economically adulterated meat and poultry products is derived from the Federal Meat Inspection Act and the Poultry Products Inspection Act. The FSIS plan for 1985 describes the activities each Agency component is planning to undertake as a contribution to this public protection mission. The Agency staff and dollar resources are summarized in Table 1 and illustrated by Figures 1 and 2.

The major sections of this plan (Program Areas) correspond to program and staff offices. Each program area presents an abstract of its overall objectives and activities and a detailed plan of activities and sub-objectives for each of its organizational units and their associated staff and dollar resources. The plans in this document represent the Agency's best current estimate as to what activities it will be undertaking over the next year and are subject to revision as conditions warrant.

In addition to the Agency's planned program activities, this document also includes a summary of last year's accomplishments, Agency and program area organization charts, a feature article on FSIS planning, and appendices on inter-program area impacts, organization structure, and frequently used acronyms and terminology.

TABLE 1 - FSIS RESOURCES PLANNED: FY 1985

Program Area	FY 1985 Resources			
	Person-Years		Dollars (Millions)	
	Plan	Percent	Plan	Percent
1. International Programs <u>4/</u>	81	<u>2/</u>	4.1	1
2. Meat and Poultry Inspection Operations <u>4/</u>	8,714	89	325.4	83
3. Meat and Poultry Inspection Technical Services	216	2	9.6	2
4. Science	378	4	18.3	5
5. Administrative Management <u>1/</u>	280	3	26.9	7
6. Equal Employment Opportunity Staff	7	<u>2/</u>	.3	<u>2/</u>
7. Information and Legislative Affairs Staff	46	<u>2/</u>	2.0	<u>2/</u>
8. Policy and Program Planning Staff	62	<u>2/</u>	2.3	<u>2/</u>
9. Review and Evaluation Staff	50	<u>2/</u>	2.2	<u>2/</u>
Total	9,834	100	391.1 <u>3/</u>	100

1/ Includes \$16.7 million for central and miscellaneous charges. These funds are for Agencywide use, and are not prorated among program areas and activities. Includes Office of the Administrator.

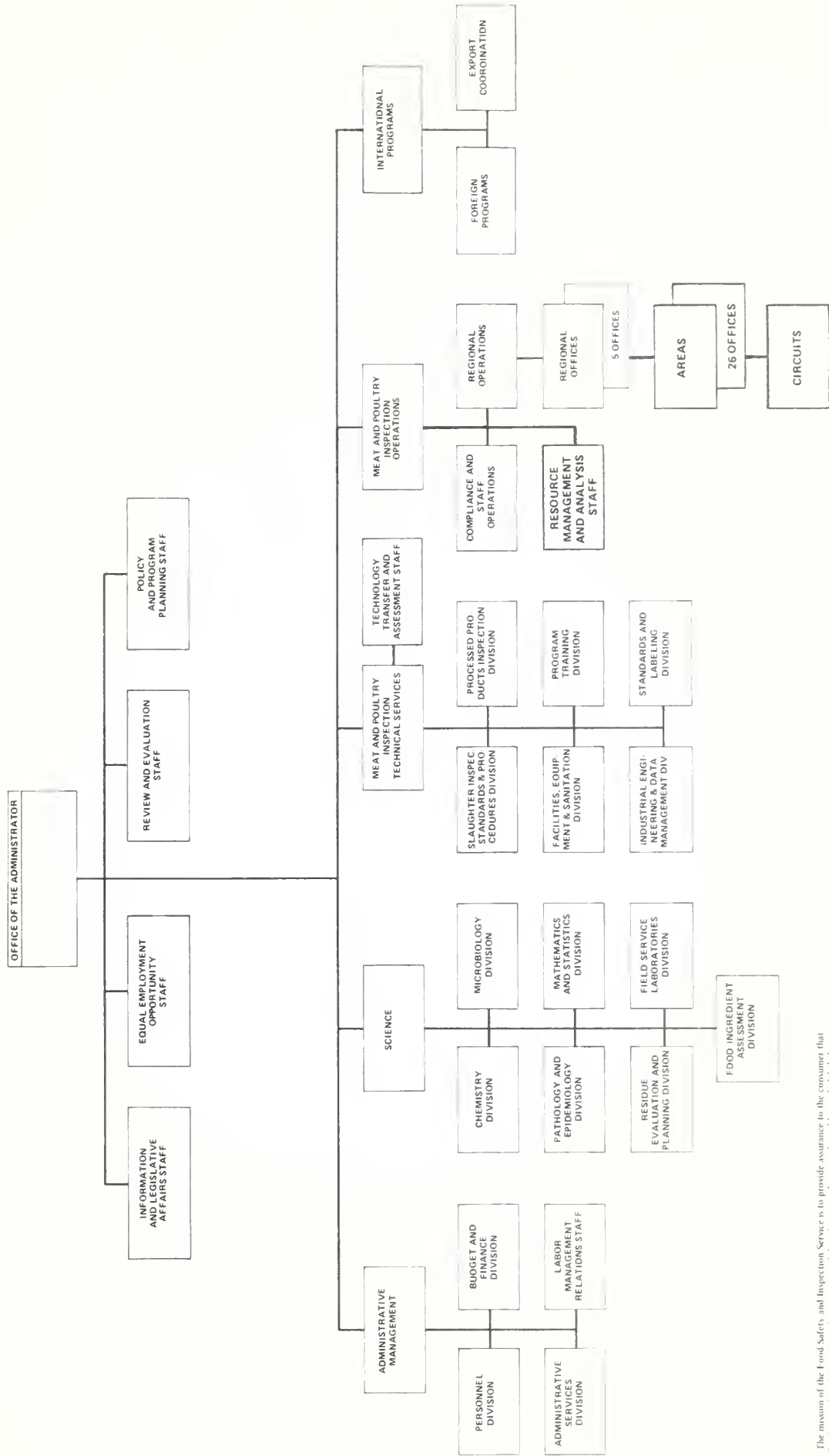
2/ Less than one percent.

3/ Total funds include: \$353.2 million appropriation; \$37.0 million reimbursable; and \$.8 million trust funds.

4/ Excludes the transfer of import inspection responsibilities being transferred to International Programs from Meat and Poultry Inspection Operations.



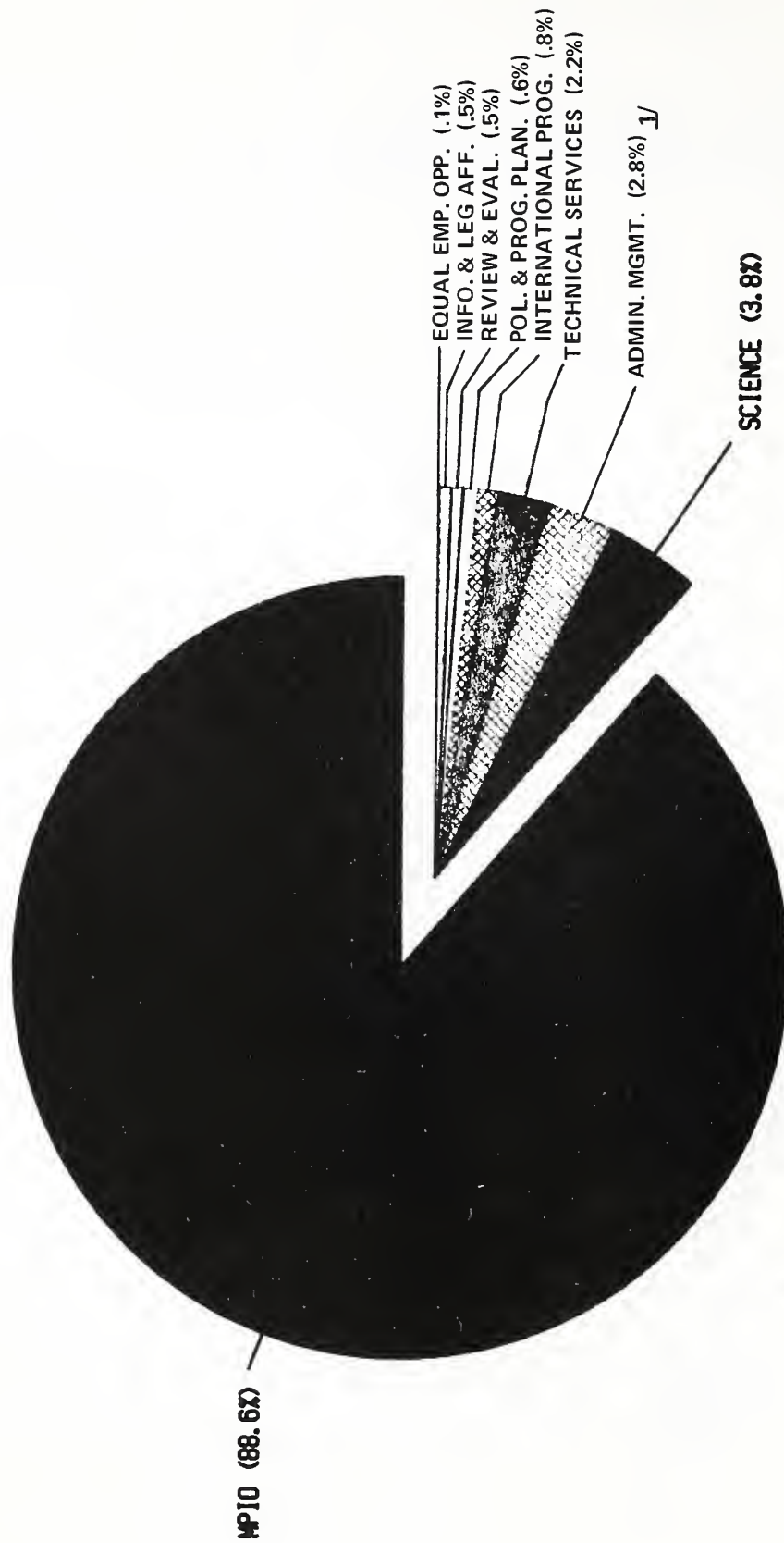
U.S. DEPARTMENT OF AGRICULTURE  
FOOD SAFETY AND INSPECTION SERVICE



The mission of the Food Safety and Inspection Service is to provide assurance to the consumer that foods are safe, wholesome, and nutritious, and that they are informatively and honestly labeled.

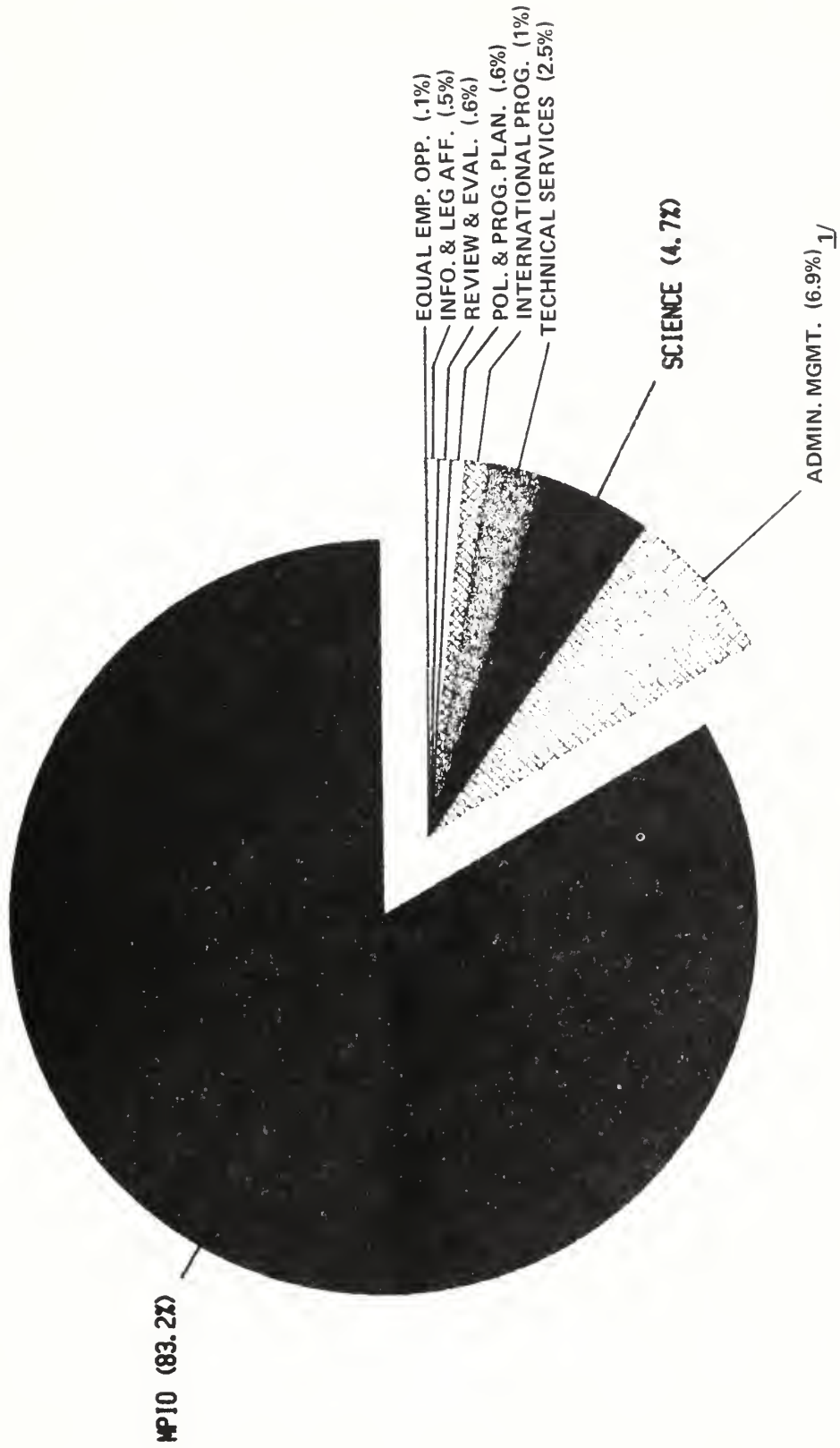
# FSIS RESOURCES PLANNED-FY 1985

PERSON-YEARS



1/ Includes Office of the Administrator and Central Support

# FSIS RESOURCES PLANNED-FY 1985 DOLLARS



1/ Includes Office of the Administrator and Central Support



## SIGNIFICANT ACCOMPLISHMENTS FOR FY 1984 AND AN OVERVIEW OF PLANS FOR FY 1985

### Livestock and Poultry Inspected

In FY 1984, an estimated 128 million livestock and 4.4 billion poultry were individually inspected at slaughter for the purpose of detecting and removing diseased, adulterated, or otherwise unwholesome animals from commercial food channels. Federal inspection was carried out in approximately 7,400 meat and poultry slaughtering and processing plants. The Agency inspected 64 billion pounds of product at slaughter, 116 billion pounds of processed product, and 2 billion pounds of imported product. As a result of the inspection process, an estimated 701 million pounds of unwholesome and/or mislabeled meat and poultry products were removed from commercial food distribution channels.

### Labor-Management Relations

#### National Basic Agreement Renegotiated-Implementation Plans

The renegotiation of the national basic agreement was completed in FY 1984. Most issues were resolved through direct negotiations. However, for the first time, the assistance of an arbitrator appointed by the Federal Service Impasses Panel was needed to break an impasse in negotiation. The Arbitrator's decision resolved issues concerning relief breaks, a clothing allowance for slaughter inspectors, training in employee conduct, and the purchase of plant product by food inspectors.

Early in FY 1985, the Agency will conduct field training sessions on the contents of the renegotiated agreement and employee conduct as directed by the arbitrator.

### Strengthening Regulatory Tools

#### Five-Point Program

The Department initiated a five-point program in December 1983 to strengthen its regulatory efforts. The five-point program will enhance the Agency's ability to quickly and effectively confront meat and poultry plants identified as chronic violators of basic sanitation and other Federal meat and poultry inspection requirements. As part of this initiative, the Department drafted a legislative proposal that provides additional authority to withdraw inspection. This effort is designed to strengthen consumer protection, alleviate public concerns and negative perceptions about the Federal inspection program, and provide for a more efficient use of inspection resources.

The five-point program called for the Department to:

1. Submit a legislative package to Congress strengthening withdrawal provisions. The legislative proposal has been introduced in Congress. It would expand the Secretary of Agriculture's authority to withdraw inspection from meat and poultry plants.

2. Contract with the National Academy of Science for a study of the effectiveness of existing and proposed inspection procedures. In January 1984, the Agency contracted with the National Academy of Sciences for a complete review of the scientific adequacy of traditional, new and proposed inspection procedures. The Academy will focus on assessing the level of public health protection provided by innovative inspection techniques. The study is expected to be completed by the summer of 1985.
3. Tighten eligibility requirements for plants selling meat and poultry to the Federal government to ensure that all bidders are capable of producing acceptable products. These changes involve all aspects of the procurement program, including the awarding of contracts, the actual processing operations, and product examination after it has reached its final destination.
4. Encourage more consistent pursuit of criminal prosecutions by the Justice Department. The Agency is working with the Office of General Counsel, the Office of the Inspector General (OIG), and the Justice Department to facilitate the pursuit of criminal prosecutions.
5. More intensively regulate plants with a poor compliance history. USDA will tailor inspection to specific problems in particular plants. To implement this effort, FSIS initiated the Intensified Regulatory Enforcement (IRE) Program, to intensify enforcement in plants identified as chronically failing to meet regulatory requirements. IRE plants will require special oversight, including, where necessary, additional laboratory testing, assignment of additional inspectors, special training for inspectors, closer supervision, and the broader use of court injunctions.

The Intensified Regulatory Enforcement program, which began on February 1984 with 14 plants, has already shown some encouraging results. Eight plants have demonstrated enough progress to be removed from the IRE program; four additional plants have been added. Two plants have voluntarily ceased operations. Through this process, plants that were previously considered chronic violators have demonstrated commitment to cooperation with inspection officials and full compliance with inspection requirements.



## New Inspection Systems

### New Line Speed Inspection System

The regulation for the New Line Speed (NELS) Inspection System for broilers and cornish hens was published in FY 1984. The industry now has three inspection procedures to choose from to suit its particular needs: traditional inspection, modified traditional inspection, and the NELS System. The NELS System is for plants that desire faster eviscerating line speeds--up to 91 birds a minute--and are willing and able to develop a carcass on-line quality control (QC) program designed to assure product wholesomeness.

Through the QC approach, FSIS is shifting responsibility to the plants for identifying and removing manufacturing defects. This will enable FSIS to focus more effectively on health and safety and economic adulteration problems. The new system will provide more efficient use of inspection personnel and enable plants to increase their productivity while continuing to assure safe and wholesome products to the consumer.

### New Cattle Inspection System

FY 1984 saw the new cattle inspection system implemented in a pilot plant. This system, which consists of a new cattle post-mortem inspection procedure combined with an on-line quality control program, will be expanded in FY 1985. Besides enabling FSIS inspectors to inspect more efficiently, it will allow the participating beef plant to assume increased control over its dressing operations. The on-line quality control program will be operated by plant employees and monitored by FSIS employees to assure product wholesomeness.

### New Swine Inspection System

In FY 1984, a new system for the post-mortem inspection of swine which combines the inspection duties of the carcass and viscera stations was field tested in three plants. This inspection method will be coupled with a swine carcass on-line quality control program to assure that slaughter plants meet established standards for carcass dressing defects. Testing of the standards for this QC program was completed in FY 1984.

A pilot program incorporating the new post-mortem inspection procedure and the quality control program will be set up in early FY 1985. A regulation proposing to implement this system of inspection is planned for FY 1985.

### Cooperative Government/Industry Inspection System

In FY 1984, the Agency completed its plan for testing a cooperative Government/Industry inspection system for young chickens. Under this system of inspection, plant employees will be trained and certified to perform the post-mortem sorting of

abnormal from normal birds. The system will incorporate control and feedback elements based on statistical quality control. The inspection service will closely monitor the plant's performance using computerized continuous updates of the types and numbers of defects being removed from the carcasses. Cooperative inspection should increase the efficiency of the Federal inspection and provide a means for plants to increase their productivity. A feasibility study of this system is planned for FY 1985.

#### Livestock and Poultry Disease Reporting System

The Animal Disease Reporting System was expanded to include the poultry disease data system and renamed the Livestock and Poultry Disease Reporting System. The System enables the Agency to more effectively manage the disposition data collected for all species of food animals slaughtered. The development of an initial access system was completed, and veterinary staff officers in the five regional offices were trained in the use of the system.

In FY 1985, quality assurance programs will be designed to validate the data on the reporting forms. Procedures will be developed to provide the necessary feedback to field personnel. With this system, FSIS will expand its capability to use disposition data in performing trend analysis of disease patterns. In the future, additional information on specific disease conditions could possibly provide the basis for regionalized inspection procedures, thus increasing efficiency in the application of inspection resources.

#### Product Compliance

#### Standards for Cured Pork Products

In FY 1984 a final rule (effective April 15, 1985) was published that established standards for minimum protein values on a fat free basis for cured pork products. The new standards provide more reliable compliance and enforcement measures of residual water content. They cover traditional cured pork products such as hams, picnics, shoulders, loins and chopped ham. Joint USDA/Industry training programs on the compliance system and the directed sampling procedures to be used after April 15, 1985 are now underway.

#### Canned Products

A major initiative in FY 1984 was a proposal to revise the regulations governing canned meat and poultry products. Besides increasing consistency between USDA and the Food and Drug Administration requirements, the proposed revisions would form the basis for strengthened controls and updating of the regulations in accordance with technological advances. It is anticipated that a final rule will be published in 1985.



## Quality Control

### Voluntary Total Quality Control

In FY 1984, the Agency expanded its effort to implement voluntary Total Quality Control (TQC). Of the 387 approved plants, 330 have implemented TQC systems--nearly 200 plants above 1 year ago levels. For the second time in 2 years, the number of TQC systems approved and implemented practically doubled. The prospect for growth continues, with more than 100 written proposals under review at the end of FY 1984.

### Published Total Quality Control Guidebook

A TQC guidebook was printed in FY 1984 and made available to those who want to (1) develop quality control procedures; (2) document, improve, or expand present quality control procedures; and/or (3) apply for participation in the FSIS voluntary Total Quality Control Inspection Program. This is a second generation guidebook that incorporates feedback from inspectors and industry.

### Partial Quality Control Programs

The number of USDA-approved plant-operated Partial Quality Control (PQC) programs has expanded from 1,400 processing plants in FY 1983 to over 1,450 plants with more than 2,800 programs in FY 1984. Approximately 80 different types of approved PQC programs are now being implemented by processors of meat and poultry products.

### Standards for Offal

The development of product acceptability standards is the first phase of Partial Quality Control programs. Standards were implemented for tripe and chitterlings in FY 1984. Other swine and sheep offal standards will be developed in FY 1985. Eventually, offal standards for all species of food animals will be developed.

## Training

### Continuing Education--Quality Systems

More than 200 employees took advantage of the new FSIS Continuing Education program on quality systems in FY 1984. This training is intended for all levels of personnel and mainly uses self-instructional materials such as books, correspondence courses, and audio-visual programs. Although employees take this course on their own time and at their own pace, most participants complete the requested material more quickly than expected. The material ranges in levels of difficulty, and progress depends on the background and experience of the student. Interest in the program has been high and is expected to increase.

In early FY 1985, approximately 25 trainees who have completed preparatory training will take the examination for Certified Quality Engineer--the highest level of certification issued by the American Society of Quality Control. Another group is expected to sit for a lower level certification later in FY 1985.

#### New Curriculum Guide

To keep pace with new methods of inspection, a new curriculum guide for processing inspectors was developed. The guide is a tool to facilitate training, and it enables the Agency to improve the performance of its inspectors. The Agency's comprehensive training program identified over 30 subject areas and the knowledge and skills that are required for FSIS processing inspectors that form the basis for this guide. This state-of-the-art guide will be used to identify and assess training needs and fill voids. It also is an aid to help inspectors keep abreast of developing technologies and current methods of inspection.

#### Improvements in International Programs

##### Imports

During FY 1984, the Agency conducted 2,100 inspections of foreign certified facilities exporting product to the United States. Over 104,000 import inspections of 2 billion pounds of meat and poultry products were conducted at 93 ports-of-entry. Updated procedures for import inspection, as well as tightened controls over refused entry product, were instituted at ports-of-entry.

The Agency conducted a special project assessment of the adequacy of import inspection procedures and the status of various improvements instituted to upgrade inspection controls for imported meat and poultry products.

Most commitments made in response to outside inquiries concerning import inspection have been met although continuing emphasis will be needed for some improvements and to address implementation problems and lack of program uniformity. A final report of this project is expected to be published in early FY 1985.

##### Export Data System

The systematic collection of meat and poultry export data was expanded during FY 1984. Export data are useful in assessing the export markets; targeting education programs for inspectors, industry, or Foreign Agricultural Service (FAS) personnel; and informing FSIS personnel of plant export profiles before conducting reviews.

### Export Advisor Program

During 1984 a new position, that of the Export Advisor, was established in International Programs. The position, headquartered in Washington, DC will serve to expand U.S. exports into non-traditional markets. The Export Advisor will initially concentrate on advancing U.S. meat and poultry interests in Middle and Far East countries.

### Export Studies

In FY 1985 FSIS, assisted by data from the Foreign Agricultural Service, will undertake two major export studies. First, the Agency will study the feasibility of exporting meat and poultry products that are not normally marketed in the U.S. but are widely used in other countries of the world. The second effort will assess the reasons for U.S. products being delayed or refused entry into foreign ports.

## Controlling Residues

### Residue Avoidance Program

In its continuing efforts to improve residue avoidance awareness, the Agency increased cooperative efforts with USDA's Extension Service and meat and poultry industry trade associations. As part of the Agency's plan to shift some of the emphasis from monitoring and reacting to prevention at the source, the Agency developed a slide show and a film for producers. Over 18,000 copies of the Residue Avoidance Program (RAP) Bulletin were distributed to groups who communicate with producers.

The poultry industry has increased its commitment to residue avoidance. Nearly 100 percent of the nation's poultry is now produced by firms with residue control programs that include residue testing of feed and birds before slaughter.

### Rapid Residue Screening Methods

Since 1979, the Swab Test on Premises (STOP) has helped reduce the incidence of antibiotic residues in cows from approximately four percent in 1978 to less than one percent in FY 1984. This past year saw modifications of the STOP test implemented for sulfa and antibiotic tests of carcasses from all animal species, live animals and feed.

Using a screening test developed in the Netherlands for estrogenic substances, the Agency was able to screen effectively for misuse of estrogenic treatment.

In a cooperative sampling effort with another USDA agency, FSIS performed an enzyme immunoassay for swine blood to detect the use of gentamicin.

### Calf Antibiotic Sulfa Test (CAST)

An expanded residue surveillance and detection program was implemented in June 1984 because of continuing problems with antibiotic and sulfonamide residues in young calves. The major features of the program are an optional certification of calves by producers; a more comprehensive sophisticated testing procedure called the Calf Antibiotic Sulfa Test (CAST); and more stringent residue testing.

Accredited  
Laboratory  
Program

The last 2 years have seen a significant increase in the number of onsite reviews of non-FSIS laboratories accredited to perform tests for FSIS. The 100 reviews performed in FY 1984, compared to 35 in FY 1982, represent an increased effort to standardize in the application of scientific methodology, communication of test results to inspectors, and interpretation of procedures.

Sodium Public  
Education Program

### Sodium Awareness Program

FSIS formed a task force in FY 1984 to develop recommendations on sodium policy. As part of its cooperative effort to work closely with industry and other government agencies, FSIS contracted with USDA's Agricultural Research Service to conduct research that will identify methods for reducing the sodium content of processed meat and poultry products while maintaining product safety and quality. FSIS also instituted a program to monitor the sodium and potassium contents of nine categories of meat and poultry products. This program will measure progress in voluntary sodium reduction.

### Sodium Information Campaign

Sodium Awareness Campaigns have been directed at health firms and organizations, the media, public agencies, business firms, medical schools, unions, and trade associations. TV and radio Public Service Announcements were made available to over 500 TV stations and radio stations. "Sodium -- Think About It," the centerpiece of the sodium information campaign, continues to be the Agency's most popular publication. An additional 250,000 copies were printed to handle the demand. In addition, bus cards were placed in approximately 10,000 buses in nine cities around the country.

FY 1985 will see additional campaigns targeted to various audiences as part of an ongoing commitment made by USDA and the Food and Drug Administration to Congress to inform the public about reducing sodium intake.

### Meat and Poultry Hotline

During FY 1984, the Agency's Meat and Poultry Hotline handled approximately 2,200 inquiries. In March, the hotline began its Industry Complaint Referral System--notifying industry members of complaints about their meat or poultry products. A telecommunications device to facilitate use of the hotline by the deaf went into service in May.

A pilot test program of an "800" toll-free number for the hotline was initiated in three States in late FY 1984. The results of the pilot test will be used in determining whether the Agency should adopt a nationwide toll-free system.

### Consumer Publications

Two publications were revised and expanded during FY 1984. They were: "Talking About Turkey: How to Buy, Store, Thaw, Stuff, and Prepare your Holiday Bird," and "The Safe Food Book--Your Kitchen Guide." These publications are distributed free by the Agency and the Consumer Information Center, Pueblo, Colorado 81009. The "Talking about Turkey" version of "Holiday Food Safety" was produced in cooperation with the National Turkey Federation, the Consumer Information Center, and the Consumer Products Division of Reynolds Metals Company. Early in FY 1985, FSIS will issue a third publication, "Safe Food to Go--A Guide to Packing Lunches, Picnicing and Cooking Out."

### National Consumers Week

For National Consumers Week in April 1984, packets on the theme "Partners in Protection" were distributed to all regional and area offices for use by FSIS representatives making food safety presentations to the public. These packets contained a scripted slide show, model speech, and other material intended for presentation to consumer groups.

### National Food Safety Poster Contest

The 1984 National Food Safety Poster Contest, with its "Summertime Food and Fitness" theme, had approximately 75,000 entries--5,000 more than in 1983. In August, top student winners and their teachers were honored at a ceremony held during the Department's Food and Fitness Fair. In addition, FSIS field representatives presented certificates and ribbons to finalists around the country. Holiday Food Safety is the theme of the 1985 National Food Safety Poster Contest.



## Multi-Year Affirmative Action Plan

The Multi-Year Affirmative Action Plan was updated for FY 1984. The updated plan included a Plan of Action to Prevent Sexual Harassment in the Workplace.

### Community Outreach

FSIS participated in national conferences and career opportunities exhibitions sponsored by ten minority/women organizations. The Agency received two plaques from the Opportunities Industrialization Centers of America and the Organization of Chinese Americans, Inc. for participation in their career exhibitions. The regional EEO Advisory Committee members conducted local community outreach activities at schools, community/minority/women organizations, and on Indian reservations. These activities are conducted to create awareness of the Agency's mission and occupations.

### EEO Training

During FY 1984, the Agency conducted 21 EEO courses and trained 490 supervisory and nonsupervisory employees. The major courses included: Basic EEO, Prevention of Sexual Harassment, Cultural Values and Management Styles, and Career Counseling.

### Special Emphasis Programs

Efforts were undertaken to revitalize the Federal Women's Program (FWP). Employee meetings were held at headquarters to share information and solicit suggestions for enhancing the FWP. Program information resources such as pamphlets and films were purchased and used.

Under the Hispanic Employment Program (HEP) emphasis was placed on improving the representation of Hispanic women in the Agency's work force. Managers were encouraged to utilize the Cooperative Education and Stay-In-School Programs to recruit Hispanic students.

### Historically Black Colleges and Universities

The Science Program utilized a list of historically Black colleges and universities to recruit students for employment under the Cooperative Education Program at the Eastern and Midwestern Labs. These students are majoring in chemistry or microbiology. They are enrolled in the following schools: University of Arkansas at Pine Bluff; Southern University (Louisiana); Tuskegee Institute (Alabama); and Fort Valley State College (Georgia).

## An FSIS Planning System -- The Next Phase

### Current Planning in FSIS

Formal, systematic program planning began in FSIS with the publication of the Agency's first Annual Program Plan for fiscal year 1980. The Program Plan was, from its inception, envisioned as a management tool that would improve the coordination of the Agency's activities by establishing goals and objectives to be met by each of the program areas. It soon became more than just a means of documenting program objectives. It has become the primary compendium of program activities.

The design and purpose of the Annual Program Plan is to establish timely program objectives that are achievable within the current fiscal year. However, it does not address itself to long-term issues or significant external trends that could affect the future direction and activities of FSIS.

### New Challenges for Agency Planners

In recent years, social, economic, scientific and technological changes affecting the production and consumption of meat and poultry have created constant pressures for improving the efficiency of the inspection process. One of the primary challenges facing FSIS is to anticipate problems and opportunities so that it will be able to respond with program innovations that enable the Agency to maintain high inspection standards at reduced real costs. Further, the Agency must be able to articulate to a concerned public the reasons for changes and improvements in the inspection program.

### Protection and Productivity

In recognition of this fact, in 1984 FSIS published "Protection and Productivity, A Strategy for Meat and Poultry Inspection in the 1980's." This document provides information on the Agency's long-term plans for innovation and improvement in the inspection program. It describes the rationale for changes that will be made to FSIS programs through the remainder of the 1980's and the benefits that will accrue as a result of these changes. "Protection and Productivity" is part of the continuing effort at FSIS to convey the Agency's commitment to modernization of the inspection process without sacrificing its high standards of public protection.

### Comprehensive Planning System

The next phase in the Agency's continuing effort to increase program efficiency and increase resource optimization is the development of a comprehensive planning system that will provide a process for considering long-term as well as current issues. The FSIS Planning System that will be initiated in Fiscal Year 1985 is a means by which FSIS can systematically consider ideas from inside and outside the Agency to identify better ways of deploying its inspection resources in a changing environment. The new planning procedure will periodically bring FSIS senior management together to exchange information, assess the performance of existing activities, and reach a consensus on the optimum allocation of resources. It will add to the Agency's management

tools a mechanism to fine-tune and streamline the programs that have served the public well for over three quarters of a century. The plans and programs developed within the framework of the FSIS Planning System will continue to be directed toward maximizing the Agency's effectiveness in achieving the Four Principles of the FSIS strategy for the future:

#### Planning in Support of Four Principles

1. Public protection should extend throughout the food chain, the primary objective of meat and poultry inspection.
2. The allocation of inspection resources should be based on the risks to the public inherent in a product, a process, or a processor.
3. In decreasing risks to the public, an inspection program should take full advantage of the available production and scientific technologies to promote industrial productivity and inspection program efficiency.
4. The responsibility for public protection should be shared by the government and the meat and poultry industry. The government should encourage greater industry responsibility through an appropriate mix of education, incentives, and enforcement.

#### Three-tiered Planning Structure

In pursuing the goals contained in the Four Principles, the FSIS Planning System will organize the Agency planning activities into a three-tiered structure that operates on an annual cycle and commences with the development of a Strategic Plan. Figure 3 below illustrates the relationship of the three-tiered planning structure to the guiding principles.

#### Strategic Plan

The Strategic Plan is a mechanism to guide the future development of FSIS. The strategic planning process provides an opportunity for the Administrator and senior staff to meet and identify:

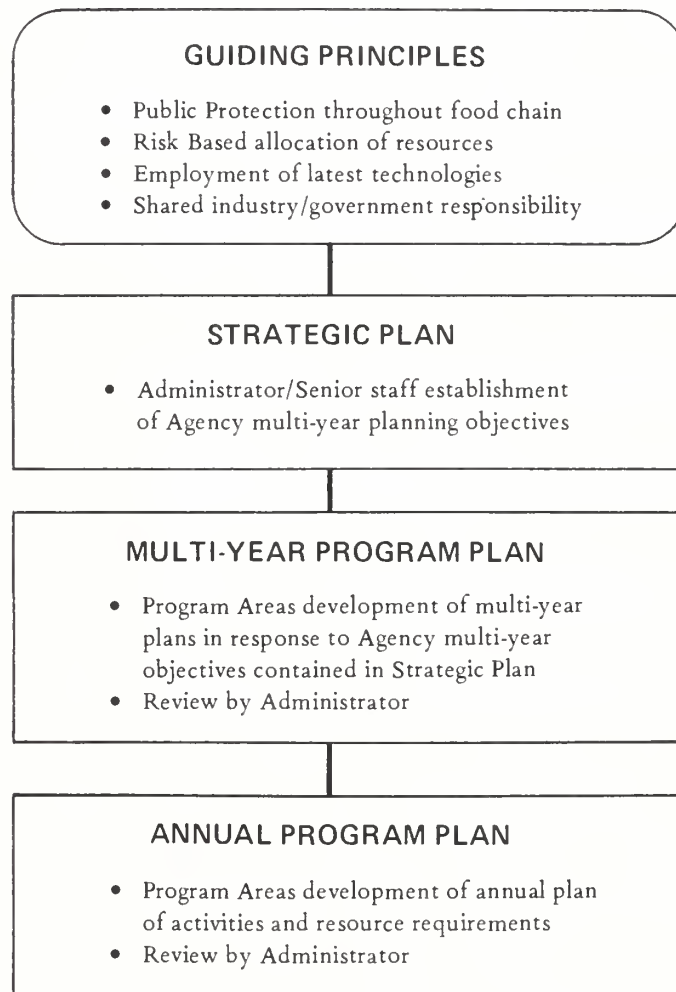
- Significant external trends.
- Long-term management issues and problems.
- Agencywide strategic options and long-term objectives.

Views may be solicited from within and outside the Agency on trends in industry, technology, science, consumer preference and other areas that might affect the Agency's operations.

The strategic planning process provides senior management with the opportunity to review and evaluate the Agency's performance over the preceding year and to make any necessary adjustments to the course it is following into the future. This process produces the major guidance that is utilized by the program areas in developing the multi-year plans and programming documents that constitute the FSIS Multi-Year Program Plan.



**FIGURE 3 - FSIS PLANNING SYSTEM**



Multi-Year  
Program Plan

Through the preparation of the FSIS Multi-Year Program Plan, the broad, long-term strategic objectives contained in the Agency's Strategic Plan are translated into a specific plan of action. After reviewing the guidance contained in the Strategic Plan, each program area develops specific 5-year plans for its operations. The FSIS Multi-Year Program Plan is produced by consolidating and integrating individual program area plans into a single plan of specific program goals, timetable, and resource requirements for a period of 5 years into the future.

Annual Program  
Plan

The final stage of the three-tier planning process is the preparation of the Annual Program Plan, which will continue in its major role of providing annual program objectives. Although the preparation of the Annual Program Plan will be merged with the multi-year planning activities, the Annual Plan development will be handled largely as it has been in the past.

While a large portion of the organization, coordination, and staff work necessary to implement this system will be handled by the Office of Policy and Program Planning, Agency management input and support are the keys to an effective planning process. The Agency must look to its managers for the concepts and ideas that form the backbone of a successful planning process.

FY 1985 PROGRAM AREA PLAN  
FOR INTERNATIONAL PROGRAMS

PROGRAM LEADER: P. F. Stolfa

PROGRAM ABSTRACT: International Programs (IP) carries out the requirements of Section 20 of the Federal Meat Inspection Act, and Section 17 of the Poultry Products Inspection Act, to assure the wholesomeness of imported meat and poultry products. This unit is also responsible for carrying out and coordinating activities to reduce regulatory barriers to the export of U.S. meat and poultry products and maintain a favorable trade picture for these products in foreign markets. IP handles liaison activities with other Federal agencies involved in international policy development and with industry representatives involved in international trade in meat and poultry products. The Deputy Administrator for IP manages program activities carried out by the Veterinary Attache to the European Economic Community, the Export Coordination Division, and the Foreign Programs Division.

PROGRAM GOALS:

1. Develop and implement a coordinated international strategy for meat and poultry product regulatory controls so that U.S. import standards are maintained and U.S. exports are facilitated.
2. Review and develop strengthened policies, procedures and technological support of inspection of imported products.
3. Complete implementation of the new approach to foreign inspection system reviews; develop technological bases for maintaining the new system.
4. Assist in integrating the export coordination function into the overall mission of the Agency.
5. Expand activities to enable U.S. meat and poultry products to move into key export markets.

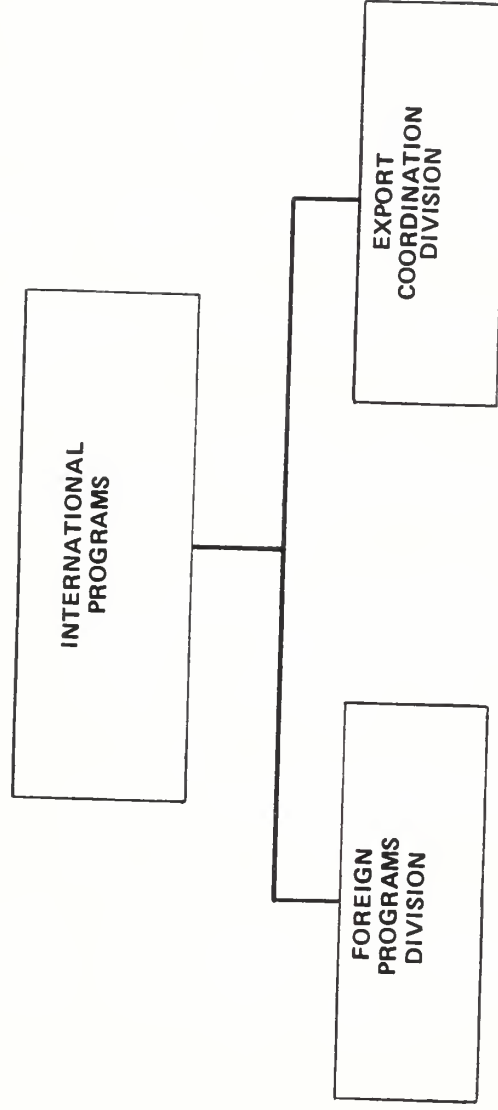
TABLE 2 - INTERNATIONAL PROGRAMS:  
RESOURCES PLANNED FOR FY 1985

Program Activity	FY 1985 Resources			
	Person-Years		Dollars	
	Plan	Percent	Plan (000)	Percent
Office of the Deputy Administrator, including Veterinary Attache <u>1/</u> <u>2/</u>	37	46	1,353	33
Export Coordination Division	8	10	492	12
Foreign Programs Division	36	44	2,225	55
Total Program Area	81	100	4,100	100

1/ The Veterinary Attache resources are included as part of the Office of the Deputy Administrator.

2/ Includes person-years and dollars allocated for import monitoring. These will be incorporated into International Programs Divisions after realignment of import functions.

FOOD SAFETY AND INSPECTION SERVICE  
INTERNATIONAL PROGRAMS



The function of International Programs is to plan, formulate, and implement policies, programs, and activities of FSIS to assure the wholesomeness of imported meat and poultry products and to enhance US access to foreign markets.



FY 1985 PROGRAM ACTIVITY PLAN FOR THE  
VETERINARY ATTACHE TO THE  
EUROPEAN ECONOMIC COMMUNITY, IP

ACTIVITY LEADER: H. M. Steinmetz

ACTIVITY ABSTRACT: The Veterinary Attache is responsible for the on-site presentation of the International Programs perspective and position on matters of mutual concern to USDA officials (principally FSIS and the Animal and Plant Health Inspection Service) and those of the European Economic Community (EEC) and its member States. In addition, the Veterinary Attache provides broad veterinary expertise for the U.S. diplomatic mission to the EEC, thus establishing a sound technical foundation for the consideration and resolution of issues of interest. The Veterinary Attache is also responsible for communication to and from FSIS on matters of mutual interest throughout Europe. Resources for this activity are budgeted as part of the Office of the Deputy Administrator.

- ACTIVITY OBJECTIVES:
1. Develop effective relationships with EEC and other officials to facilitate informal exchange of views and information.
    - a. Establish and maintain an effective FSIS presence with veterinary and other officials in the EEC, member States, and other third countries. (Ongoing)
    - b. Carry out informal exchange of views and information necessary to forward the Agency objective of seeking to secure understanding with EEC officials in regards to its directives affecting trade in livestock and meat and poultry and their products. (Ongoing)
    - c. Establish and maintain contacts with veterinary officials in member States so that issues between U.S. and individual countries can be resolved with minimum difficulty. (Ongoing)
  2. Provide technical expertise on veterinary issues of interest within the U.S. diplomatic mission, either through direct interpretation of technical data or through other USDA veterinary officials. (Ongoing)

3. Provide a communication link between USDA veterinary officials and those of the EEC.
  - a. Interpret to EEC officials U.S. policies and program objectives in regard to laws and regulations on the export of livestock, meat and poultry and their products. (Ongoing)
  - b. Develop, evaluate, and provide status reports on proposals made by U.S. and EEC officials to harmonize veterinary controls on livestock, meat and poultry products. (Ongoing)



FY 1985 PROGRAM ACTIVITY PLAN FOR THE  
EXPORT COORDINATION DIVISION, IP

ACTIVITY LEADER: R. Mikita, Acting

ACTIVITY ABSTRACT: The Division is responsible for setting overall Agency policy on export certification of meat and poultry products and for providing assistance to the United States meat and poultry industry in meeting the requirements of foreign markets. The Division accomplishes these objectives by identifying and analyzing foreign inspection requirements in terms of comparability with U.S. standards and procedures. Foreign requirements are disseminated to inspection personnel and to potential exporting firms. Interpretation of foreign standards is provided to FSIS personnel, individual establishments, and industry organizations as a means of facilitating the export of U.S. products. The Division coordinates and evaluates the export certification program through periodic reviews of field export procedures. A data base is maintained to provide information on meat and poultry exports to help the Division set priorities and to answer Agency information needs. The Division is also responsible for planning, scheduling, and coordinating reviews of U.S. plants by foreign officials with respect to certifying the plants as eligible to export.

- ACTIVITY OBJECTIVES: 1. Enter into discussions with foreign officials to encourage acceptance of U.S. inspection procedures and program policies and to reduce regulatory restrictions on the export of U.S. meat and poultry product to those countries.
- a. In conjunction with the Veterinary Attache, seek a policy of equivalency between inspection requirements of the European Economic Community and the United States. (Ongoing)
  - b. Provide appropriate representation through meetings or other means with government officials in those countries receiving significant and potentially significant amounts of U.S. export product to obtain, discuss, and clarify special import requirements common to the region or country, i.e., the Middle East, the Far East, and S.E. Asia. (Ongoing)
  - c. Meet with other foreign government officials to discuss the interpretation and correlation of inspection requirements. (Ongoing)
  - d. Maintain liaison with U.S. Government agencies in American Embassies to coordinate activities concerning export opportunities and foreign country requirements. (Ongoing)

- e. Develop, update, and disseminate current information on the requirements of foreign countries governing their import of U.S. meat and poultry products. (Ongoing)
2. Coordinate the export certification process in FSIS through the five regional export coordinators to assure the uniform application of foreign requirements.
- a. Develop and update policies, procedures, and documents relating to export certification. (Ongoing)
  - b. Maintain liaison with FSIS units to assure understanding of, adherence to, and continuity of program policy with regard to export certification. (Ongoing)
  - c. Consult with meat and poultry industry organizations to explain export certification requirements and resolve conflicts in interpretation. (Ongoing)
  - d. Serve as a resource for plant management officials, U.S. export firms, and FSIS field personnel to assist in compliance with foreign export requirements. (Ongoing)
  - e. Evaluate export the certification program in the United States by periodic reviews of field export procedures. (Ongoing)
3. Establish and maintain an export data base to respond to Division, Program, and Agency needs.
- a. Maintain the export data system and answer ongoing data needs. (Ongoing)
  - b. Continuously review and revise the export data system, as needed, to anticipate any new information needs that may arise. (Ongoing)
  - c. Monitor other export data sources (e.g., Foreign Agricultural Service and Department of Commerce) to assess the accuracy of data. (IV)
  - d. Analyze data to examine meat and poultry export trends. (Ongoing)

4. Administer reviews of U.S. plants by foreign officials.
  - a. Continue efforts to elevate the importance of foreign plant reviews within the Agency. (Ongoing)
  - b. Draft and confirm itineraries with all concerned parties. (As Scheduled)
  - c. Accompany foreign officials on plant reviews. (As Scheduled)
  - d. Disseminate report information and file corrective actions. (As Scheduled)
  - e. Followup on reviewed plants to assure that any deficiencies are corrected and agreements are fulfilled. (As Scheduled)
5. Conduct Special Projects.
  - a. Develop a strategy for U.S. response to Halal slaughter requirements. (As Assigned)
  - b. Explore the feasibility of expanding meat and poultry exports to include items not normally marketed in the United States. (As Assigned)
  - c. Examine reasons that U.S. exported products are refused entry in foreign ports. (As Assigned)

TABLE 3 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
EXPORT COORDINATION DIVISION, IP

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Provide Liaison with Foreign Officials	Ongoing	2	79
a. - U.S. Equivalency with EEC			
b. - Meet with Foreign Officials			
c. - Obtain Foreign Import Requirements			
d. - Liaison with Foreign-based U.S. Agencies			
e. - Disseminate Export Requirements			
Objective 2 - Coordinate Export Certification	Ongoing	3	168
a. - Develop Export Policies, Procedures, and Documents			
b. - Liaison with Domestic U.S. Agencies			
c. - Consult with U.S. Industry Organizations			
d. - Resource for Inspection, Management, and Export Personnel			
e. - Evaluate Export Certification Program			
Objective 3 - Establishment and Maintain Export Data Base		1	112
a. - Maintain Data System and Respond to Data Needs	Ongoing		
b. - Review and Revise Data System	Ongoing		
c. - Monitor Other Data Sources	IV		
d. - Analyze Export Data	Ongoing		
Objective 4 - Conduct Plant Reviews with Foreign Officials		1	102
a. - Develop External Plant Reviews	Ongoing		
b. - Plan and Confirm Itineraries	As Scheduled		
c. - Accompany Foreign Officials	As Scheduled		
d. - Disseminate and File Reports of Plant Reviews	As Scheduled		
e. - Assure Plant Deficiencies are Corrected	As Scheduled		
Objective 5 - Conduct Special Projects	As Assigned	1	31
a. - Halal Slaughter Requirements			
b. - Feasibility of Expanding Export Market			
c. - Examine Reasons for Refused Entry of U.S. Product in Foreign Ports			
TOTAL		8	492

FY 1985 PROGRAM ACTIVITY PLAN FOR THE  
FOREIGN PROGRAMS DIVISION, IP

ACTIVITY LEADER: W. Havlik, Acting

ACTIVITY ABSTRACT: This Division carries out USDA responsibility for assuring that meat products imported into this country are produced under a meat inspection system that is equal to that of the United States and that the products meet U.S. standards. This is accomplished by reviewing laws and regulations for equivalency, conducting periodic reviews of plants certified to export to the United States, and evaluating the operations of the foreign inspection system. Officials of the Foreign Program Division confer with officials of foreign inspection programs regarding findings of plant reviews, results of product reinspection at port-of-entry, and information relating to their meat inspection system to assure that any deficiencies are corrected. Also, this Division is responsible for reviewing data generated by port-of-entry inspection to establish overall compliance of imported product and to evaluate and improve the Automated Import Information System (AIIS). The AIIS controls inspection assignments and assures that imported product is being inspected in accordance with current procedures applied to domestic product.

- ACTIVITY OBJECTIVES:
1. Assure that foreign inspection programs and plant procedures in 45 countries eligible to export meat and poultry products to the U.S. are equal to those in the United States.
    - a. Conduct approximately 2,200 reviews of certified facilities currently authorized to export to the United States and report thereon. (Ongoing)
    - b. Notify each foreign country of significant defects found in their inspection system and verify that satisfactory followup has been carried out by the foreign inspection program. Special attention will be placed on a country's continued compliance with Farm Bill requirements. (Ongoing)
    - c. Prepare material regarding foreign inspection activities for the annual report to Congress. (II)
    - d. Maintain contact with foreign inspection officials regarding U.S. import requirements and assure that equivalency is maintained. (Ongoing)
    - e. Assure that the laws and regulations of eligible foreign countries with plants certified for export to the U.S. are current and equal to those governing Federal meat and/or poultry inspection in the United States. (Ongoing)

- f. Sponsor a training course for South American program officials on inspection canning regulations. (IV)
- 2. Review and improve support for import inspection procedures for imported product.
  - a. Review, evaluate, and disseminate data from inspection of imported product to determine compliance status of product from each country. (Ongoing)
  - b. Develop procedures to facilitate exchange of information between import inspection and foreign reviewers regarding status of product being exported. (Ongoing)
  - c. Continually review AIIS to assure it meets program objectives. (Ongoing)
  - d. Provide guidance and set policy to assure uniform and proper procedures are used for the inspection of imported product. (Ongoing)
- 3. Fully integrate new approaches and procedures for review, evaluation, and reporting of foreign inspection and control systems.
  - a. Validate effectiveness of new form for plant reviews. (I)
  - b. Evaluate new systems reviews for controlling risk to product acceptability of major exporting countries and develop profiles on remaining active importers. (III)
- 4. Expand the use of ADP in all phases of FPD operations.
  - a. Develop scheme to automatically integrate port-of-entry data and country review data for both assignment and data storage purposes. (III)
  - b. Test the feasibility of more diverse communications modes with overseas personnel. (Ongoing)
  - c. Develop scheme to automate regulatory comparability data. (IV)
  - d. Automate routine office reports. (Ongoing)
- 5. Expand employee development to facilitate implementation of changes.

- a. Develop training on automated system use.  
(Ongoing)
- b. Develop FPD training manual. (III)
- c. Develop FPD training on system review. (Ongoing)
- d. Introduce ADP communications capabilities to Foreign Program officers. (I)



TABLE 4 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
FOREIGN PROGRAMS DIVISION, IP

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Assure Equal to Status of Foreign Plants.		25	1,540
a. - Conduct Inspection Reviews of Foreign Certified Facilities	Ongoing		
b. - Notify Foreign Governments of Violations	Ongoing		
c. - Prepare Report to Congress	II		
d. - Maintain Contact with Foreign Officials	Ongoing		
e. - Assure Equal to Status of Foreign Laws and Regulations	Ongoing		
f. - Sponsor a Canning Regulations Course for Foreign Inspection Officials	IV		
Objective 2 - Improve Support for Import Inspection	Ongoing	3	115
a. - Validate New Plant Review Form AIIS			
b. - Develop Procedures to Facilitate Information Exchange			
c. - Modify AIIS			
d. - Provide Guidance for Uniform Inspection Procedures			
Objective 3 - Implement New Foreign Review Procedures		5	415
a. - Validate New Plant Review Form	I		
b. - Evaluate New Systems Review Approach	III		
Objective 4 - Expand ADP Capabilities		2	115
a. - Integrate Port-of-Entry and Country Review Data	III		
b. - Explore Overseas Communications Methods	Ongoing		
c. - Automate Regulatory Comparability Data	IV		
d. - Automated Routine Reports	Ongoing		

TABLE 4 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
FOREIGN PROGRAMS DIVISION, IP - Continued

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 5 - Expand Employee's ADP Knowledge		1	70
a. - Develop Overall Training Plan	Ongoing		
b. - Write Training Manual	III		
c. - Develop System Review Training	Ongoing		
d. - Train FPO's to ADP Capabilities	I		
TOTAL		36	2,255



FY 1985 PROGRAM AREA PLAN FOR  
MEAT AND POULTRY INSPECTION OPERATIONS

PROGRAM LEADER: R. J. Prucha

PROGRAM ABSTRACT: Meat and Poultry Inspection Operations (MPIO) carries out the requirements of the Federal Meat Inspection Act (FMIA) and Poultry Products Inspection Act (PPIA) to (1) inspect the slaughter of certain domestic livestock and poultry and the domestic processing of meat and poultry products, and (2) assure that domestic and imported meat and poultry products distributed to consumers are safe, wholesome, not adulterated, and honestly and informatively labeled. It is also responsible for assessing the effectiveness of State inspection programs to assure that States, under their jurisdiction, apply meat and/or poultry inspection standards that are at least equal to those applied under the FMIA and the PPIA.

MPIO is also responsible for review and enforcement activities designed to assure that domestic meat and poultry operations are being carried out in a manner that is consistent with established legal and regulatory standards. It also carries out systematic nationwide monitoring of businesses engaged in interstate food marketing and distribution of both domestic and imported products.

MPIO is responsible for coordinating activities and providing guidance and expertise in the implementation of the Equal Employment Opportunity (EEO) Program.

PROGRAM GOALS:

1. Plan, provide leadership, formulate and coordinate policies and direct the administration of MPIO programs and activities to assure that meat and poultry products moving in interstate, intrastate, and foreign commerce are wholesome and not adulterated or misbranded; and the administration of enforcement activities to assure that compliance and enforcement activities are consistent with requirements of the FMIA and PPIA.

SPECIAL EMPHASIS GOALS:

2. Direct the expansion and application of automated data processing capabilities to program, resource, and administrative management activities within MPIO, with primary emphasis on the automation of MPIO's staffing and position management system.
3. Continue the emphasis on correlating the effectiveness and quality of basic field inspection procedures and supervision, and the upgrading of general standards of pre-operational and operational sanitation.

4. Implement phase 1 recommendations of the task force examining supervisory and managerial training for field supervisory personnel on Supervision of Performance System (SPS) theory, impact of supervisory styles, human relations, and managerial change and organizational dynamics.
5. Assure the continued growth and continuity of the Total Quality Control (TQC) mode of inspection, including implementation of new TQC work measurement standards.
6. Enhance the organizational effectiveness of MPIO through improved communications at all levels through the use of townhall meetings to permit interaction and dialogue between senior management officials and employees on program goals and objectives.
7. Direct the initial implementation phase of the employee integrity training program to increase employee awareness and upgrade employee performance in the area of "ethics and conduct."
8. Continue emphasis on import inspection by using correlation techniques to strengthen uniformity in the application of import inspection procedures at destination inspection locations.
9. Provide direction to policy formulation activities associated with the development, implementation, and execution of the Intensified Regulatory Enforcement (IRE) program.
10. Direct the operation of an effective EEO Program within MPIO to ensure that the objectives of the Agency Affirmative Action Plan are met.

TABLE 5 - MEAT AND POULTRY INSPECTION OPERATIONS PROGRAM AREA:  
RESOURCES PLANNED FOR FY 1985

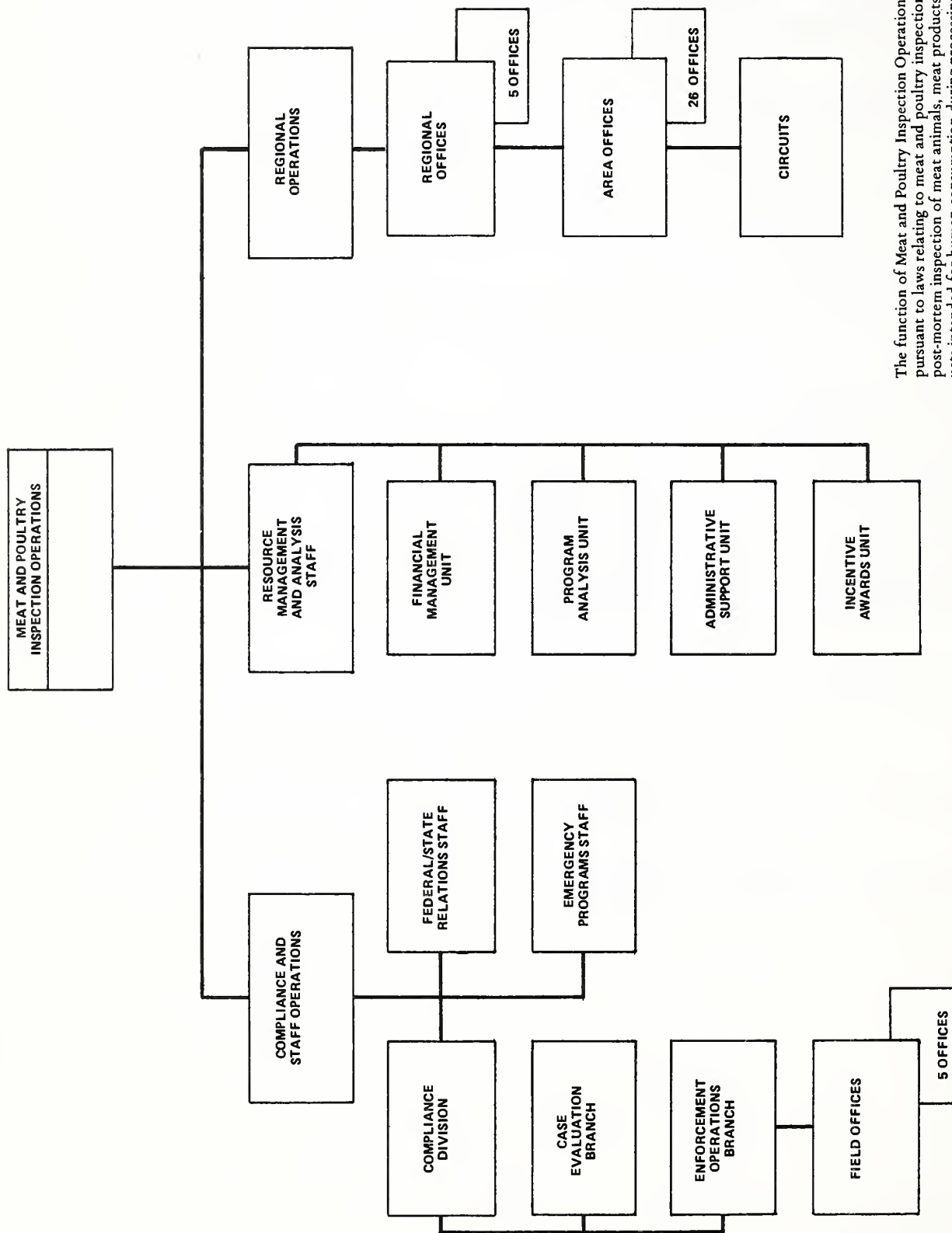
Program Activity	FY 1985 Resources			
	Person-Years		Dollars	
	Plan	Percent	Plan (000)	Percent
Office of the Deputy Administrator	4	<u>1/</u>	228	<u>1/</u>
Resource Management and Analysis Staff	19	<u>1/</u>	588	<u>1/</u>
Office of the Assistant Deputy Administrator, Compliance and Staff Operations (CSO):	2	<u>1/</u>	83	<u>1/</u>
Compliance Division	148	<u>1</u>	6,320	<u>2</u>
Emergency Programs Staff	6	<u>1/</u>	244	<u>1/</u>
Federal-State Relations Staff	3	<u>1/</u>	111	<u>1/</u>
Office of the Assistant Deputy Administrator, Regional Operations (RO):	<u>2/</u>	<u>1/</u>	2,742	<u>1/</u>
Regional Offices	8,515	<u>98</u>	315,092	<u>97</u>
Western	(1,197)	(14)	(42,101)	(13)
Southwestern	(2,104)	(24)	(67,727)	(21)
North Central	(1,544)	(18)	(53,782)	(17)
Southeastern	(2,133)	(24)	(65,389)	(20)
Northeastern	(1,537)	(18)	(51,870)	(15)
Grants-to-State <u>3/</u>	-	-	(34,223)	(11)
Total Program Area	8,670	100	325,408	100

1/ Less than one percent of total.

2/ Includes \$1.8 million for central and one-time charges. These funds are for nationwide use and are not allocated among program activities.

3/ Actual amount allocated to States under the Cooperative Inspection Program (Talmadge/Aiken overtime excluded).

FOOD SAFETY AND INSPECTION SERVICE  
MEAT AND POULTRY INSPECTION OPERATIONS



The function of Meat and Poultry Inspection Operations is to implement regulations pursuant to laws relating to meat and poultry inspection; conduct ante-mortem and post-mortem inspection of meat animals, meat products, poultry, and poultry products intended for human consumption during processing, including monitoring accuracy of labels; monitor plants, other facilities, and individuals for compliance with legal orders; inspect for compliance with humane slaughter act; and monitor equal-to inspection programs of states.

SUPERSEDES CHART DATED OCTOBER 25, 1982.



FY 1985 PROGRAM ACTIVITY PLAN FOR THE  
RESOURCE MANAGEMENT AND ANALYSIS STAFF, MPIO

ACTIVITY LEADER: L. G. Skufe

ACTIVITY ABSTRACT: The Resource Management and Analysis Staff provides analytical and administrative services to the Deputy and his assistants in the: (1) management of assigned people and dollar resources; (2) coordination, review, and development of program work plans; (3) coordination and development of program strategies for carrying out program requirements within assigned resources; (4) integration of the MPIO management process of planning, budgeting and execution; (5) development of program administrative policies and procedures on a variety of subjects; (6) development of the MPIO position on proposed Agency administrative policies and procedures; and (7) administration of the MPIO Incentive Awards Program.

ACTIVITY OBJECTIVE: 1. Conduct a resource planning, analysis, and allocation program of MPIO's assigned and required dollars, and develop improved systems for overseeing the use of financial resources.

Maintenance Areas:

- a. Coordinate the preparation and submission of the MPIO annual budget request. (Ongoing)
- b. Allocate and monitor the status of funds assigned to MPIO organizational units. (Ongoing)
- c. Serve as the program focal point on matters associated with reimbursable practices and procedures. (Ongoing)
- d. Coordinate the preparation and clearance of cooperative and reimbursable agreements. (Ongoing)
- e. Coordinate the review of State program budget requests and the execution of same, including the maintenance of personpower, plant, and productivity data. (Ongoing)
- f. Coordinate the MPIO overtime reconciliation program. (Ongoing)
- g. Evaluate policy roles, responsibilities, and procedures of FSIS units concerning State program administrative requirements. (IV)

Special Emphasis Areas:

2. Conduct a resource planning, analysis, and allocation program of MPIO's assigned and required human resources and develop improved systems for overseeing the use of human resources.

Maintenance Areas:

- a. Prepare analyses of human resource utilization and staffing practices (inplant and circuit supervisor structure). (Ongoing)
- b. Monitor the impacts on staffing of implementation of new inspection procedures. (Ongoing)
- c. Allocate and monitor personnel ceilings assigned to MPIO organizational units. (Ongoing)
- d. Monitor and forecast the effects of the demands for inspection service on MPIO's staffing requirements. (Ongoing)
- e. Evaluate circuit realignment proposals and monitor to determine the adequacy and balance of the field structure--area and circuit levels. (Ongoing)

Special Emphasis Areas:

- f. Administer the contract for development and implementation of the Veterinary Medical Officer/Inspector-in-Charge (VMO/IIC) Task Force report. (II)

- 3. Conduct a program and management analysis program in support of ongoing MPIO activities.

Maintenance Areas:

- a. Coordinate the development of MPIO's operating alternatives and strategies to maximize assigned resources. (Ongoing)
- b. Provide staff support to MPIO Senior Executive Service (SES) employees in the documentation of performance accomplishments. (Ongoing)
- c. Coordinate the preparation, submission, and maintenance of the annual program plan. (Ongoing)
- d. Coordinate and develop MPIO's administrative policies, procedures, and requirements. (Ongoing)
- e. Coordinate and develop MPIO's position on proposed FSIS administrative policies and procedures. (Ongoing)

Special Emphasis Areas:

- f. Coordinate MPIO Headquarters and regional efforts to convert MPI directives and regional bulletins into the Agency's new issuance system. (IV)

- g. Coordinate development and issuance of directive on the Intensified Regulatory Enforcement (IRE) process. Determine need for revision to existing directive on Establishments Requiring Additional Inspection Effort (ERAIE). (I)
  - h. Develop a revised set of productivity indicators; identify and correlate data elements to support revised indicators. (III)
  - i. Monitor implementation of the workforce analysis function in regional administrative staffs. (IV)
  - j. Assess feasibility of establishing comprehensive plant files in regional and area offices to replace existing filing systems. (FY 1985-86)
4. Oversee MPIO's Information Resources Management (IRA) Activities.

Maintenance Areas:

- a. Develop and maintain MPIO's long-range IRM plan (Ongoing)
- b. Coordinate the maintenance of existing, and development and implementation of new, automated data processing systems. (Ongoing)
- c. Serve as the program's representative on the Agency's IRM Coordinating Committee. (Ongoing)

Special Emphasis Areas:

- d. Define data collection procedures and report output requirements for prototype data base on TQC operations and staffing. Determine feasibility and define conversion of prototype to HP-3000. (FY 1985-86)
- e. Define data collection procedures and report output requirements for prototype data base on comprehensive, indepth plant reviews. Determine feasibility of expanding data base to incorporate data on IPPS reviews. (FY 1985-87)
- f. Finalize a system for monitoring plants during IRE designation period; design data base to correlate plan of action approaches. (III)
- g. Administer contract for design and development of Inspection Position Coverage System (IPCS), primarily to support area office decisionmaking on staffing. (FY 1985-87)
- h. Design, develop, and implement an automated inventory and use control system for MPIO's Field Supply System. (FY 1985-86)

i. Develop and implement automated program to provide better feedback to State and Federal officials regarding status of State programs, success and failure within the programs, and other appropriate data. (FY 1985-87)

5. Provide general management advisory assistance and services to MPIO field and headquarters units.

Maintenance Areas:

a. Provide day-to-day administrative services (i.e., personnel, procurement, budget, finance, and EEO) to MPIO Headquarters units. (Ongoing)

b. Provide national coordination services (i.e., personnel, procurement, travel) to field units. (Ongoing)

TABLE 6 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
RESOURCE MANAGEMENT AND ANALYSIS STAFF, MPIO

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Conduct a Financial Resource Planning, Analysis, and Allocation Program		5	155
<u>Maintenance Areas</u>	Ongoing		
a. - Coordinate MPIO Budget Request			
b. - Status of Funds			
c. - Reimbursable Practices and Procedures			
d. - Coordinate Cooperative and Reimbursable Agreements			
e. - Coordinate Review of State Budget Requests			
f. - Coordinate Overtime Reconciliation Program			
<u>Special Emphasis Areas</u>			
g. - Evaluate Policy Roles on State Administrative Requirements	IV		
Objective 2 - Conduct a Human Resource Planning, Analysis, and Allocation Program		4	124
<u>Maintenance Areas</u>	Ongoing		
a. - Analyses of Human Resource Utilization			
b. - Monitor Impact of New Inspection Procedures			
c. - Allocate and Monitor Personnel Ceilings			
d. - Monitor and Forecast the Effects of the Demands for Inspection on Staffing			
e. - Evaluate Circuit Realignment Proposals			
<u>Special Emphasis Areas</u>			
f. - Administer VMO/IIC Contract on Resource Utilization	II		

TABLE 6 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
RESOURCE MANAGEMENT AND ANALYSIS STAFF, MPIO - Continued

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 3 - Conduct a Program/Management Analysis Program		2	62
<u>Maintenance Areas</u>	Ongoing		
a. - Coordinate the Development of Operating Alternatives			
b. - Document SES Performance Accomplishments			
c. - Coordinate the Annual Program Plan			
d. - Develop MPIO's Administrative Policies, Procedures, and Requirements			
e. - Develop MPIO's Position on FSIS Administrative Policies			
<u>Special Emphasis Areas</u>			
f. - Coordinate Conversion to New Issuance System	IV		
g. - Coordinate IRE/ERAIE directives	I		
h. - Develop Revised Productivity Indicators	III		
i. - Monitor Implementation of Workforce Analysis Function	IV		
j. - Assess Feasibility of Comprehensive Plant Files	FY 1985-86		
Objective 4 - Oversee MPIO's IRM Activities	Ongoing	2	62
<u>Maintenance Areas</u>			
a. - Develop Long-range IRM Plan			
b. - Coordinate Development of Automated Systems			
c. - MPIO Representative to IRM Coordinating Committee			
<u>Special Emphasis Areas</u>			
d. - Define Data Collection for TQC System	FY 1985-86		
e. - Define Data Collection for Comprehensive, Indepth Plant Review	FY 1985-86		
f. - Finalize IRE Monitoring System	III		
g. - Administer IPCS Contract	FY 1985-86		
h. - Design Automated Inventory Supply System	FY 1985-86		
i. - Design Automated State Feedback System	FY 1985-86		

TABLE 6 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
RESOURCE MANAGEMENT AND ANALYSIS STAFF, MPIO - Continued

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 5 - Management Advisory Assistance	Ongoing	6	588
a. - Day-to-Day Administrative Services			
b. - National Coordination Services			
TOTAL		19	588



FY 1985 PROGRAM ACTIVITY PLAN FOR  
THE OFFICE OF THE ASSISTANT DEPUTY ADMINISTRATOR  
FOR COMPLIANCE AND STAFF OPERATIONS, MPIO

ACTIVITY LEADER: M. L. Goodman

ACTIVITY ABSTRACT: The Office of the Assistant Deputy Administrator, Compliance and Staff Operations, participates with the Deputy Administrator, MPIO, in formulating policy for: (1) enforcement activities assuring compliance with the FMIA and PPIA; (2) responses to major food contamination incidents; and (3) assuring that the "equal to" requirements of the FMIA and PPIA are carried out in State inspection programs.

- PROGRAM GOALS:
1. Participate with the Deputy Administrator, MPIO, in the planning and formulation of policies and programs of Compliance, Emergency Programs, and Federal/State Relations activities.
  2. Plan, provide leadership, and administer activities in conducting:
    - Surveillance and enforcement program;
    - Emergency programs; and
    - Federal/State relations program.
  3. Direct, coordinate, and integrate the activities of subordinate levels and serve as the policy level for interfacing with officials of FSIS, USDA, other government agencies, industry, trade organizations, National Association for Federal Veterinarians (NAFV), and the Association for Technical and Supervisory Personnel (ATSP).
- SPECIAL EMPHASIS GOALS:
4. Participate with Regional Directors and compliance officers-in-charge to assure that close, cooperative working relationships are maintained.
  5. Assure and maintain a close liaison with the Office of the Inspector General (OIG) and the Office of the General Counsel to ensure fairness and uniformity.
  6. Participate in policy formulation for development, implementation, and execution of Intensified Regulatory Enforcement (IRE) program. Coordinate policy development and evaluation activities to facilitate execution of IRE program. Includes finalization of Agency instructions on

processes for designation, monitoring, and termination of IRE status; training guidelines for inspection teams in the development of plans of action; and design and development of automated systems evaluating IRE program.

7. Direct the operation of an effective EEO Program within Compliance and Staff Operations to ensure that the objectives of the headquarters Affirmative Action Plan are met.

FY 1985 PROGRAM ACTIVITY PLAN FOR  
THE COMPLIANCE DIVISION, CSO, MPIO

ACTIVITY LEADER: R. W. Gonter

ACTIVITY ABSTRACT: The Compliance Division provides the primary regulatory control over businesses engaged in the transportation, storage, and distribution of meat and poultry products after leaving the federally inspected establishment. The Division also has the authority to act when violations occur inside federally inspected plants. The conduct of regulatory compliance activities is carried out through a network of five field area offices and approximately 90 compliance officers who review firms in the meat and poultry inspection allied industries and provide investigatory assistance to inspection officials becoming aware of alleged violations involving distribution of meat and poultry products.

Additionally, the Division cooperates with States in the maintenance of compliance programs for intrastate products and businesses and monitors State compliance programs to assure that they meet "equal to" requirements of the FMIA and PPIA.

ACTIVITY OBJECTIVES: 1. Provide professional and technical direction to the conduct of field compliance activities for monitoring all types of businesses engaged in marketing and distribution of meat and poultry products, and detecting and documenting violations of inspection laws and regulations.

Maintenance Areas:

- a. Schedule, provide support to, and conduct semi-annual correlation meetings with compliance officers-in-charge and supervisors. (Ongoing)
- b. Schedule and coordinate approximately 50,000 planned and random reviews of firms in the allied industries. (Ongoing)
- c. Coordinate field activities relating to detentions and seizures, voluntary recalls, and other actions necessary to control violative products. (Ongoing)
- d. Participate in meetings with other government agencies to discuss Program policy and enforcement requirements. (Ongoing)
- e. Coordinate Compliance staff assistance to other MPIO officials during food contamination incidents involving residue detection and food contamination affecting public health. Coordinate retail sampling necessary to monitor distribution of suspect product in market channels. (Ongoing)

- f. Coordinate the control and prompt disposal of "refused entry" meat and poultry products to preclude diversion of adulterated/misbranded imported food products into the domestic food chain. (Ongoing)
- 2. Coordinate the reviews and analyses of State compliance programs to assure that State programs meet the "equal to" provisions of meat and poultry inspection laws.

Maintenance Areas:

- a. Cooperate with States in the development and maintenance of compliance programs for intrastate products and businesses including the design of operating compliance systems, methods, guidelines, and procedures for enforcing laws and regulations. (Ongoing)
  - b. Meet with State compliance officials at area and/or national meetings to coordinate uniform application of enforcement requirements. (Ongoing)
  - c. Conduct management and program assessments of State compliance programs including onsite reviews. (Ongoing)
- 3. Initiate prescribed sanctions in accordance with FSIS case disposition guidelines. Based on past trends, this will result in approximately 800 warning letters and 75 referrals for criminal, civil, or administrative action.

Maintenance Areas:

- a. Maintain close liaison with the Office of the Inspector General (OIG) and the Office of the General Counsel (OGC) to ensure fairness and uniformity. (Ongoing)
  - b. Monitor consistency and clarity of case documentation and recommend improvements. (Ongoing)

TABLE 7 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
COMPLIANCE DIVISION, CSO, MPIO

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Provide Direction to Field Compliance Activities <u>Maintenance Areas</u>	Ongoing	135	5,765
a. - Conduct Correlation Meetings			
b. - Coordinate Planned and Random Reviews			
c. - Coordinate Field Activities Concerning Violative Products			
d. - Participate in Meetings with Government Agencies			
e. - Coordinate Staff Assistance for Food Contamination Incidents and Coordinate Retail Sampling			
f. - Coordinate the Control and Disposal of "Refused Entry" Product			
Objective 2 - Coordinate Reviews of State Compliance Programs <u>Maintenance Areas</u>	Ongoing	3	128
a. - Cooperate with States			
b. - Meet with State Officials			
c. - Assess State Compliance Programs			
Objective 3 - Initiate Sanctions <u>Maintenance Areas</u>	Ongoing	10	427
a. - Liaison with OGC			
b. - Monitor Case Documentation			
TOTAL		148	6,320

FY 1985 PROGRAM ACTIVITY PLAN  
COMPLIANCE DIVISION, MPIO  
FIELD AREA OFFICES

ACTIVITY LEADERS:

A. L. Eidsvig  
Alameda, CA Field Office

R. Campos  
Dallas, TX Field Office

W. J. Carpenter  
Des Moines, IA Field Office

B. G. Lott  
Atlanta, GA Field Office

J. D. Priore  
Moorestown, NJ Field Office

PRIMARY ACTIVITY  
OBJECTIVE:

To direct regulatory compliance activities among assigned resources monitoring the activities of businesses engaged in transportation, storage, and distribution of meat and poultry products.

SUPPORTING  
OBJECTIVES:

1. Coordinate field compliance activities for (a) monitoring all types of businesses engaged in marketing and distribution of meat and poultry products and (b) preventing violations of inspection laws and regulations.

Maintenance Areas:

a. Schedule, provide support to, and conduct semi-annual correlation meetings with compliance officers. (Ongoing)

b. Conduct planned and random reviews of firms in the allied industries through the Planned Compliance Program. (Ongoing)

c. Document violations of laws and regulations and submit report of findings to appropriate officials for corrective action. (Ongoing)

d. Direct resources to handling detentions and seizures, voluntary recalls, and other actions necessary to control violative products. (Ongoing)

e. Participate in meetings with other government agencies, industry, consumer groups, and educational institutions to discuss Program policy and enforcement requirements. (Ongoing)

f. Participate with Regional Directors in establishing and directing joint inspection/compliance efforts to assure the most effective regulatory approach to industry operations. (Ongoing)

2. Monitor and certify "equal to" status of State compliance programs.

Maintenance Areas:

a. Review and analyze State compliance programs to assure that they meet "equal to" provisions of meat and poultry inspection laws. (Ongoing)

b. Meet with State compliance officials at least annually to discuss State compliance efforts and coordinate uniformity in the application of Federal/State enforcement requirements. (Ongoing)



FY 1985 PROGRAM ACTIVITY PLAN FOR THE  
EMERGENCY PROGRAMS STAFF, CSO, MPIO

ACTIVITY LEADER: E. E. Montgomery

ACTIVITY ABSTRACT: The Emergency Programs Staff coordinates the FSIS response to emergency situations affecting the acceptability of meat and poultry products for human consumption. Emphasis is directed to situations where meat and poultry products are contaminated with drug or chemical residues, other adulterants or microbiological contamination that would require the recall of affected products. The Emergency Programs Staff is a focal point for reporting all contamination problems, including radiological, that are identified by MPIO field personnel, other FSIS programs, other Federal and State government agencies and industry. This Staff also directs and coordinates FSIS Contamination Response System (CRS) teams, which provide expertise in resolving emergency contamination problems, and provides guidance to MPIO field personnel in determining the critical nature of contamination situations.

ACTIVITY OBJECTIVES: 1. Carry out the responsibilities of MPIO in response to residue violations.

Maintenance Areas:

- a. Coordinate activity of CRS team on every residue finding which meets CRS criteria. (Ongoing)
- b. Provide guidance to MPIO field personnel in determining the appropriate response to residue contamination incidents and coordinate these actions with Regional Operations and other FSIS units. (Ongoing)
- c. Assess, maintain, and coordinate MPIO field activities in the implementation of Science residue programs to assure that they are conducted uniformly and appropriately. (Ongoing)

2. Improve CRS activities.

Maintenance Areas:

- a. Review what residue findings are covered by CRS and maintain the active status of the CRS team. (Ongoing)
- b. Cooperate with FDA and EPA in establishing contact within State governments for reporting residue problems. (Ongoing)
- c. Implement FSIS procedures for the Agency's response to CRS problems. (Ongoing)
- d. Prepare and implement plans for a permanent headquarters based CRS Control Center. (IV)

- e. Implement plans for an onsite CRS logistical support Control Center. (Ongoing)
- 3. Establish and maintain a system for responding to food contamination problems other than residues.

Maintenance Areas:

- a. Implement FSIS procedures for the Agency's response to recall situations including determining the need for the recall. (Ongoing)
- b. Coordinate the FSIS team action in response to emergency situations. (Ongoing)
- c. Plan, coordinate, and serve as MPIO's liaison with Agency officials for activities related to the Federal Emergency Management Agency (FEMA). (Ongoing)
- 4. Plan and develop proposals for automated systems needed for CRS and MPIO case response.

Maintenance Areas:

- a. Manage and account for resources utilized in response to CRS and other emergency situations. (Ongoing)
- b. Expand current Electronic Mail System capabilities of the staff to include communication links with the MPIO regional and field offices. (Ongoing)

TABLE 8 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
EMERGENCY PROGRAM STAFF, CSO, MPIO

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Respond to Residue Violations <u>Maintenance Areas</u> a. - Coordinate CRS Team Activity b. - Provide Guidance to MPIO Field Personnel c. - Correlate MPIO Field Activities in Residue Programs	Ongoing	2	81.3
Objective 2 - Improve CRS Activities <u>Maintenance Areas</u> a. - Review Findings b. - Federal/State Liaison c. - Procedures for Agency Response to CRS Problems d. - Headquarters CRS Control Center e. - Onsite Field CRS Control Center	Ongoing Ongoing Ongoing IV Ongoing	2	81.2
Objective 3 - Establish and Maintain a System for Other Food Contamination Problems <u>Maintenance Areas</u> a. - Implement FSIS Recall Procedures b. - Coordinate Response to Emergency Situations c. - FEMA Activities	Ongoing	1	40.7
Objective 4 - Develop Proposals for Automated Systems <u>Maintenance Areas</u> a. - Management Resource Utilization b. - Expand Electronic Mail System	Ongoing	1	40.8
TOTALS		6	244.0

FY 1985 PROGRAM ACTIVITY PLAN FOR THE  
FEDERAL-STATE RELATIONS STAFF, CSO, MPIO

ACTIVITY LEADER: C. O. McCullough

ACTIVITY ABSTRACT: The Federal-State Relations Staff provides leadership and technical assistance to MPIO and State officials in States conducting inspection programs for meat and poultry products that will be sold only within the State. Such State intrastate inspection programs must be at least "equal to" the Federal system. To determine the continuing adequacy of State programs in maintaining at least equal programs, State laws and regulations, appropriations, staffing, enforcement, and plants are reviewed on a continuing basis. This Staff coordinates policy interpretation and determinations with other headquarters staffs on custom-exempt operations, caterers, retailers and similar operations. This Staff provides technical input on inspection activities for state operations under the Cooperative Inspection Program during the financial development and allocation process.

ACTIVITY OBJECTIVES: 1. Provide information and guidelines concerning State inspection programs.

Maintenance Areas:

a. Meet with State program directors at regional and national meetings to coordinate uniform application of inspection requirements and obtain their ideas and suggestions. (Ongoing)

b. Ensure that State program officials receive technical materials and information relevant to Federal-State meat and poultry inspection. (Ongoing)

c. Ensure that State program officials receive and are given the opportunity, where appropriate, to comment on proposed changes in Federal laws, regulations, procedures and directives. (Ongoing)

d. Participate in meetings with other government agencies, industry organization, consumer groups, educational institutions and other interested groups to discuss program policy and procedures, and obtain input for enhancing the program. (Ongoing)

Special Emphasis Areas:

e. Coordinate with other headquarters' staffs to ensure that State program concerns are considered in the decisionmaking process. (Ongoing)

f. Expand the collection of State program resource and reference data. (FY 1985-86)

2. Coordinate the reviews and analyses of State inspection programs to ensure that State programs meet the "equal to" provisions of the meat and poultry inspection laws.

Maintenance Areas:

- a. Coordinate the certification reviews with the Regional Directors. (Ongoing)

- b. Review and analyze State review reports to determine the status of the State programs. (Ongoing)

Special Emphasis Areas:

- c. Conduct management and program assessments of State inspection programs including on-site reviews accompanied by regional personnel. (Ongoing)

- d. Confer with other headquarters' staffs to determine if State programs are meeting "equal to" provisions. (Ongoing)

3. Conduct special projects.

Maintenance Areas:

- a. Coordinate activities associated with State designations, difficulties in administering State programs, and pending State legislation. (Ongoing)

- b. Revise CP(CPPS)Instruction 923-1, Licensing of State Employees. (IV)

TABLE 9 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
FEDERAL-STATE RELATIONS STAFF, CSO, MPIO

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Provide Guidance for State Inspection Maintenance Areas a. - Meet with State Directors b. - Receipt of Technical Materials c. - State Input on Changes d. - Agencies/Industries Liaison Special Emphasis Areas e. - Headquarters Coordination f. - Expand State Program Data Base	Ongoing	1.3	46.3
Objective 2 - Assure States Meet the "Equal To" Provisions of MPI Laws Maintenance Areas a. - Coordinate Certification Reviews b. - Analyze State Review Reports Special Emphasis Areas c. - Conduct On-Site Reviews d. - Determine "Equal To" Status of States e. - Develop Automated Feedback Program	Ongoing	1.2	46.3
Objective 3 - Special Projects a. - State Designation Activities b. - Revision of Instruction	Ongoing IV	.5 —	18.4 —
TOTAL		3.0	111.0

FY 1985 PROGRAM ACTIVITY PLAN FOR THE  
OFFICE OF THE ASSISTANT DEPUTY ADMINISTRATOR FOR  
REGIONAL OPERATIONS, MPIO

ACTIVITY LEADER: W. S. Horne

ACTIVITY ABSTRACT: The Office of the Assistant Deputy Administrator, Regional Operations (RO), participates with the Deputy Administrator, MPIO, in formulating policy for inspection procedures and resource management in all regional operations. The conduct of regulatory inspection activities is carried out through a network of five regional offices, subordinate areas, and inspection circuits, as well as professional and technical headquarters support.

- PROGRAM GOALS:
1. Participate with the Deputy Administrator, MPIO, in the planning and formulation of policies and programs related to in-plant inspection activities and field supervisory/management structure and responsibilities.
  2. Plan, provide leadership, and administer activities in conducting a national meat and poultry inspection program.
  3. Direct, coordinate, and integrate the activities of subordinate levels and serve as the policy level for interfacing with the Congress, officials of FSIS, USDA, other government agencies, industry, trade organizations, American Federation of Government Employees (AFGE), National Association of Federal Veterinarians (NAFV), and Association for Technical and Supervisory Professionals (ATSP).
  4. Provide professional and technical direction to regional office staff to assure uniformity and effective coordination of field inspection activities involving (a) ante-mortem and post-mortem inspection; (b) processed products inspection; (c) quality control inspection; (d) import inspection; (e) residue surveillance; (f) humane slaughter; and (g) export inspection.
  5. Provide technical consultation and guidance on inspection operations activities to other FSIS and USDA units and industry and trade associations concerning matters of mutual concern and emerging policy.
- SPECIAL EMPHASIS GOALS:
6. Direct assessment and implementation of recommendations for handling work overload at the Veterinary Inspector-in-Charge (IIC) level.
  7. Participate and provide staff resources in the development, implementation, and maintenance of automated



data processing applications for program, resource, and administrative management activities within Regional Operations.

8. Continue the emphasis on correlating the effectiveness and quality of basic field inspection procedures, supervision, and general in-plant sanitation standards.
9. Coordinate regional execution of a program which assures the continuity and growth of the TQC mode of inspection. Includes education of line personnel on the viability of TQC, marketing of TQC to industry operators, technical assistance to industry operators in the development of TQC systems, continuing assessment of inspection activities in plants under TQC mode of inspection, monitoring of the resource implications to TQC inspection, and coordinating implementation of new TQC work measurement standards.
10. Monitor the initial implementation phase of the employee integrity training program to increase employee awareness and upgrade employee performance in the area of "ethics and conduct."
11. Continue emphasis on import inspection by (a) reviewing inspection facilities at major ports-of-entry (POE) and destination inspection locations; and (b) using correlation techniques to strengthen uniformity in the application of import inspection procedures at destination inspection locations.
12. Coordinate and direct the implementation of selected recommendations of the task force examining supervisory and managerial training for field supervisory personnel on Supervision of Performance System (SPS) theory, impact of supervisory styles, human relations, managerial change, and organizational dynamics.
13. Enhance communications with all field levels through townhall meetings, participation in Training Center activities, and appropriate conference calls.
14. Monitor the implementation of new inspection procedures and programs including (a) new line speed inspection (NELS) and new turkey inspection system (NTIS); (b) calf antibiotic sulfa test (CAST); (c) protein-fat free (PFF) regulations; and (d) the application of plan of inspection (PI) concepts to PQC programs and to traditionally-inspected processing plants.

15. Participate in policy formulation for development, implementation, and execution of Intensified Regulatory Enforcement program. Coordinate regional execution of the IRE program. Includes development of plans of action for IRE plants; monitoring/assessment of the plans of action in enforcing inspection compliance for IRE plants; and recommending initiation or termination of regulatory actions during pre-IRE and post-IRE identification periods.
16. Direct the operation of an effective EEO Program within the MPIO regions to ensure that the objectives of the Regional Affirmative Action Plans are met.

FY 1985 PROGRAM ACTIVITY PLAN  
REGIONAL OPERATIONS, MPIO  
REGIONAL OFFICES

ACTIVITY LEADERS:

D. C. Breeden  
Western Region

N. B. Isom  
Southwestern Region

K. O. McDougall  
North Central Region

J. D. Willis  
Southeastern Region

M. C. McNay  
Northeastern Region

PRIMARY ACTIVITY  
OBJECTIVE (Regional  
Level):

Direct the application of inspection policies and manage assigned resources to maintain an efficient and effective program.

SUPPORTING  
OBJECTIVES:

1. Maintain a mandatory program for the inspection of meat and poultry products intended for human consumption.

Maintenance Areas:

a. Provide inspection service to meat and poultry slaughtering and processing plants; issue withdrawals, temporary suspensions from inspection, or other significant modifications to the basic grant of inspection. (Ongoing)

b. Participate in meetings with industry, consumer groups, and educational institutions to discuss program policy and requirements. (Ongoing)

c. Participate with industry representatives and FSIS personnel in testing new or revised inspection procedures. (Ongoing)

d. Participate with Compliance Officers-in-Charge in establishing and directing joint inspection/compliance efforts to assure the most effective regulatory approach to industry operations. (Ongoing)

2. Direct and monitor the integration of inspection policy into operational programs; evaluate the supervision and direction provided to the circuit and the in-plant performance system (IPPS) levels by the area level of the organization; and monitor the effectiveness of efforts to upgrade general in-plant sanitation standards.

Maintenance Areas:

- a. Conduct at least quarterly work unit meetings with area supervisors. (Ongoing)
- b. Attend at least one work unit meeting with circuit supervisors in each area per year. Regional staff official(s) will attend selected work unit meeting(s) with circuit supervisors in each area. (Ongoing)
- c. Conduct two correlation meetings (slaughter and processing) with area and circuit supervisory personnel. (Ongoing)
- d. Conduct in-plant reviews to assess the effectiveness and uniformity of application of the following activities in at least five percent of each area's federally inspected plants per year: (Ongoing)
  - (1) Ante-mortem and post-mortem inspection and disposition.
  - (2) Processing inspection.
  - (3) Partial and total quality control inspection programs.
  - (4) Moisture control programs for poultry.
  - (5) Acceptable quality level inspection programs.
  - (6) Plant improvement (sanitation) programs.
- e. Monitor the field residue sampling and testing programs, take appropriate followup actions as directed by headquarters, and document associated costs. (Ongoing)
- f. Coordinate regional resources to respond to and contain emergency food contamination incidents as directed by Contamination Response System (CRS) teams or Emergency Programs Staff. (Ongoing)

Special Emphasis Areas:

- g. Direct the execution of a program which assures the continuity and growth of the TQC mode of inspection inspection. Includes education of line personnel on the viability of TQC, marketing of TQC to industry operators, technical assistance to industry operators on the development of TQC systems, continuing assessment of inspection activities in the plants, monitoring of the resource implications to TQC inspection, and implementation of new TQC work measurement standards. (Ongoing)

h. Continue emphasis on import inspection by (a) reviewing inspection facilities at major ports-of-entry (POE) and destination inspection locations; and (b) using correlation techniques to strengthen uniformity in the application of import inspection procedures at destination inspection locations. (Ongoing)

i. Direct the execution of Intensified Regulatory Enforcement (IRE) activities within the region. Includes development and monitoring of plans of action for IRE plants and recommendations for initiation or termination of related regulatory actions. (Ongoing)

j. Implement selected recommendations of task force examining supervisory and managerial training for field supervisory personnel. (Ongoing)

3. Provide technical advice and financial assistance to State inspection programs.

Maintenance Areas:

a. Monitor and certify the "equal to" status of State programs where appropriate and meet at least annually with State program officials. (Ongoing)

b. Recommend action on State budget requests and assess progress towards implementing recommendations for cost avoidance/reduction. (Ongoing)

4. Coordinate integration of resource management decisions into operational programs.

Maintenance Areas:

a. Provide for inspection service to all plants operating under Federal inspection. (Ongoing)

b. Evaluate on at least a monthly basis the need for staffing changes as a result of industry and program changes, and take appropriate corrective action on changes recommended as a result of indepth, comprehensive plant reviews. (Ongoing)

c. Evaluate on at least a monthly basis the use of assigned funds to support the accomplishment of program inspection priorities. (Ongoing)

d. Maintain an effective overview of area and circuit alignment within the region and take necessary action when required. (Ongoing)

Special Emphasis Areas:

e. Participate in assessment and implementation of selected recommendations for handling work overload at the Veterinary Inspector-in-Charge (IIC) level. (IV)

5. Direct and monitor personnel and general management programs.

Maintenance Areas:

- a. Conduct and maintain an effective EEO program, including development of an affirmative action plan in accordance with EEOC guidelines and schedule regional EEO committee meetings at least two times annually. (Ongoing)
- b. Conduct and maintain an effective regional LMR Program in accordance with law and agency rules. (Ongoing)
- c. Conduct and maintain a safety and health program in accordance with published guidelines, executive orders, and the Occupational Safety and Health Act of 1970. (Ongoing)

Special Emphasis Areas:

- d. Direct the initial implementation phase of the employee integrity training program to increase employee awareness and upgrade employee performance in the area of "ethics and conduct." (IV)
- e. Participate and provide staff resources in the development, implementation, and maintenance of automated data processing applications for program, resource, and administrative management activities within Regional Operations. (Ongoing)
- f. Conduct and maintain cultural awareness programs to facilitate the acculturation of foreign-born employees hired within FSIS. (Ongoing)
- g. NORTH CENTRAL AND SOUTHEASTERN REGIONS ONLY: Conduct team-building activities from regional level to inplant level. Evaluate use of team-building techniques within 1 year of training to ascertain if long-term effectiveness benefits are occurring. (FY 1985-86)



FY 1985 PROGRAM ACTIVITY PLAN  
REGIONAL OPERATIONS, MPIO  
AREA OFFICES

ACTIVITY LEADER: The 26 Area Offices are strategically located around the country to provide needed managerial support and supervisory direction to inspection activities.

PRIMARY ACTIVITY OBJECTIVE: Manage inspection and human resource activities for a group of circuits and assure consistency in the direction, approach, and application of regulatory inspection policy on the affected industry.

SUPPORTING OBJECTIVES: 1. Monitor the integration of inspection policy into operational programs and evaluate the supervision and direction provided to the in-plant performance system (IPPS); and evaluate efforts to upgrade general in-plant sanitation standards.

Maintenance Areas: a. Perform an onsite assessment of each circuit supervisor's review of an IPPS three times per year to assure the effectiveness of the Supervision of Performance System (SPS), determine the cause of any performance deficiencies, and formulate corrective actions. (IV)

b. Evaluate the indepth, comprehensive plant review by circuit supervisors, and assume appropriate corrective action, including recommendations for staffing changes, is initiated. (Ongoing)

c. Monitor dispositions made during each slaughter IPPS review with veterinary circuit supervisors and correlate disposition decisions on a quarterly basis. (Ongoing)

d. Monitor processing inspection procedures (including product labeling) by observing each circuit supervisor's review of at least five different products three times per year. (Ongoing)

e. Conduct, at least quarterly, work unit meetings with circuit supervisors. (Ongoing)

Special Emphasis Areas: f. Discuss and promote quality control (QC) concepts with circuit supervisors. Make onsite evaluations of the effectiveness of TQC plans of inspection and circuit supervisors' reviews of TQC IPPS to assure effectiveness of supervision over in-plant TQC mode of inspection. (Ongoing)



2. Provide technical direction to efforts insuring the maintenance of States "equal to" status.

Maintenance Areas :

- a. Meet quarterly with State program officials, as appropriate, to coordinate, discuss, and document States "equal to" status and inspection program efforts. (Ongoing)
- b. Conduct an annual correlation meeting, as appropriate, with circuit supervisors and State program officials concerning the application of review criteria in State plants. (Ongoing)

3. Maintain liaison with industry officials to enhance the effectiveness of regulatory inspection activities.

Maintenance Areas:

- a. Respond to appeals from industry plant management concerning specific decisions and actions by subordinate levels. (Ongoing)
- b. Maintain contact with industry officials and trade associations and inform them of pending and/or anticipated changes in policy or procedures. (Ongoing)

Special Emphasis Areas:

- c. Promote the acceptance of TQC and provide necessary staff support to expedite the development and approval of plant TQC systems. (Ongoing)

4. Manage assigned people and dollar resources.

Maintenance Areas:

- a. Respond to requests for inspection service or initiate action to effect suspension and/or withdrawal in inoperative plants within time-frames specified by MPIO directives and the regional office. (Ongoing)
- b. Manage inspection requirements by assuring assignments are accurately described and properly staffed. (Ongoing)
- c. Utilize intermittent employee hours within assigned allocation levels. Requests for additional allocation will be promptly submitted to regional officials and allocations shall not be exceeded without prior approval. (Ongoing)
- d. Review reimbursable overtime usage, as requested by regional officials, to assure that inspection staffing and services rendered are consistent with established policy guidelines. (Ongoing)

5. Participate with FSIS and other government agency officials concerning cooperative efforts in the review, assessment, or development of effective regulatory activities.
  - a. Respond in accordance with established procedures to reviews made by other FSIS units of in-plant inspection and/or management activities within their areas of responsibility. (Ongoing)
  - b. Participate in the field testing of new or revised inspection policies and procedures by coordinating the availability of inspection resources in plants identified for test purposes. (Ongoing)
  - c. Participate, as required, with other government agency officials in cooperative regulatory activities. (Ongoing)

FY 1985 PROGRAM ACTIVITY PLAN  
REGIONAL OPERATIONS, MPIO  
CIRCUIT SUPERVISORY LEVEL

ACTIVITY LEADER: The 203 geographically-dispersed circuit supervisors represent a mobile, second-line unit to assure the uniformity in regulatory inspection activities.

PRIMARY ACTIVITY OBJECTIVE: To provide supervisory control and direction of the in-plant performance system (IPPS) which assures uniformity in the application of regulatory inspection policy and procedures on the affected industry.

SUPPORTING OBJECTIVES: 1. Evaluate the effectiveness of the IPPS.

Maintenance Areas:

a. Visit each IPPS 11 times per year to review conformance with established procedures and policies, determine the cause of any performance deficiencies, and formulate corrective actions with the IIC's. Reviews to be conducted in accordance with criteria outlined in MPI Directive 910.1, and may include review of adequacy of assigned permanent full time (PFT) and other staffing and work standards documentation. (Ongoing)

b. Conduct an indepth, comprehensive review of each plant every 18 months. Reviews are to cover inspectional activities, establishment review guide items (including efforts to upgrade general inplant sanitation standards), adequacy of assigned permanent full-time (PFT) and other staffing and work measurement documentation. (Ongoing)

c. Veterinary circuit supervisors: conduct quarterly correlations on carcass dispositions with IPPS veterinarians and observe line inspection performance during each slaughter IPPS review. Includes evaluation of veterinary professional expertise in determining reportable disease conditions. (Ongoing)

d. Observe processing inspection procedures (including product labeling) during each processing IPPS review. (Ongoing)

e. Conduct semiannual work unit meetings with IIC's. (Ongoing)

2. Assess "equal to" status of State inspection programs and other federally-exempt establishments.

Maintenance Areas:

- a. Conduct a review of assigned State plants each quarter, in accordance with MPI Directive 910.1. (Ongoing)
  - b. Conduct quarterly reviews of all custom exempt plants (designated States). (Ongoing)
3. Maintain liaison with industry officials to enhance the effectiveness of regulatory inspection activities.

Maintenance Areas:

- a. Respond to appeals from industry plant management concerning specific IPPS decisions and actions. (Ongoing)
- b. Assist applicants for Federal inspection in understanding regulatory requirements for facilities, equipment, and inspection services provided. (Ongoing)

Special Emphasis Areas:

- c. Promote the acceptance of TQC and provide supervisory direction to the implementation of TQC systems in affected plants. Includes assistance in the development of a TQC plan of inspection (PI) and the evaluation of PI effectiveness. (Ongoing)

FY 1985 PROGRAM AREA PLAN FOR  
MEAT AND POULTRY INSPECTION TECHNICAL SERVICES

PROGRAM LEADER: J. W. McCutcheon

PROGRAM ABSTRACT: Meat and Poultry Inspection Technical Services (MPITS) is responsible for a broad range of functions in support of the inspection program. These functions include: (1) developing procedures for inspecting livestock, poultry, and their processed products; (2) coordinating the development of facility, equipment, and sanitation requirements; (3) assessing the food safety and public health implications of emerging agricultural practices and technology; (4) developing inspection staffing standards; (5) providing data/information to FSIS management and other users; (6) developing training materials and delivery of training to inspection personnel; (7) developing meat and poultry product standards; and (8) carrying out label approval and labeling policy development functions to assure that meat and poultry product labels are truthful and not misleading. The Deputy Administrator for Meat and Poultry Inspection Technical Services manages meat and poultry inspection program activities for the following Divisions: Facilities, Equipment and Sanitation; Industrial Engineering and Data Management; Processed Products Inspection; Program Training; Slaughter Inspection Standards and Procedures; Standards and Labeling; and the Technology Transfer and Assessment Staff.

PROGRAM GOALS:

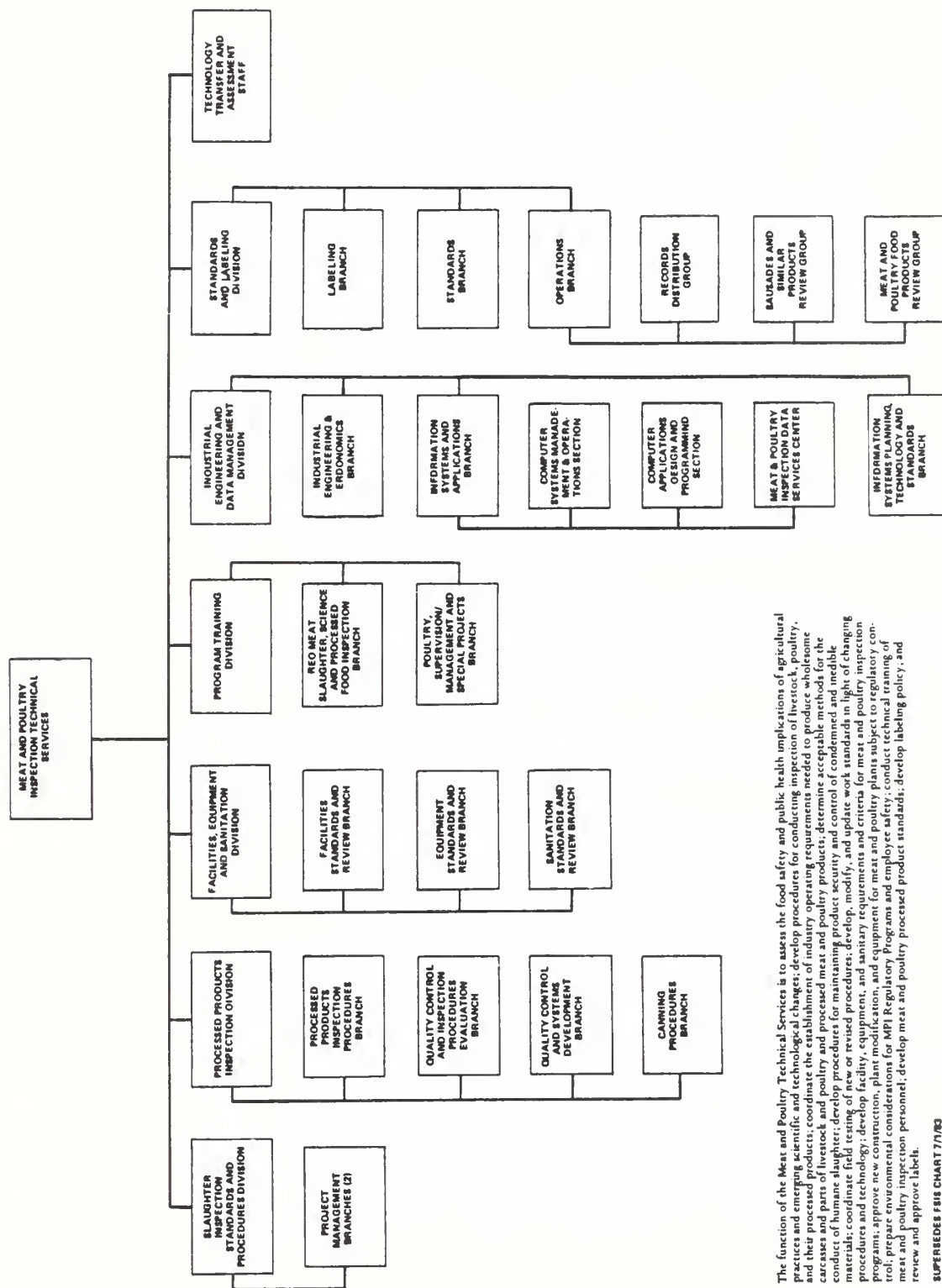
1. Continue the development of inspection procedures that require less labor without reducing consumer protection.
2. Support the implementation of total quality control (TQC) in meat and poultry processing plants by providing:  
(a) policy support for industry and program direction;  
(b) work standards that measure the work required at each plant; and  
(c) QC training for meat and poultry inspectors and supervisors.
3. Develop and implement methods and means to streamline label approval procedures and develop, maintain, and publish product standards and labeling requirements.
4. Provide for the review of blueprints and specifications for both facilities and equipment for meat and poultry plants.
5. Provide a mean for FSIS to evaluate the program impact of new technologies.

6. Implement the Inspection Information Resources Management (IRM) System and oversee automated data processing (ADP) activities throughout the inspection program so that requests are serviced in a timely manner.
7. Provide support for the U.S. position in Codex Alimentarius activities relating to processed meat and poultry, food labeling, meat hygiene, and soy protein.
8. Provide support for resolving sanitation problems in inspection.

TABLE 10 - MEAT AND POULTRY INSPECTION  
TECHNICAL SERVICES PROGRAM AREA:  
RESOURCES PLANNED FOR FY 1985

Program Activity	FY 1985 Resources			
	Person-Years		Dollars	
	Plan	Percent	Plan (000)	Percent
Office of the Deputy Administrator	11	5	487	5
Facilities, Equipment and Sanitation Division	26	12	1,221	13
Industrial Engineering and Data Management Division	47	22	1,891	20
Processed Products Inspection Division	27	13	1,312	14
Program Training Division	42	19	2,154	22
Slaughter Inspection Standards and Procedures Division	17	8	910	9
Standards and Labeling Division	40	18	1,395	15
Technology Transfer and Assessment Staff	6	3	230	2
Total Program Area	216	100	9,600	100

FOOD SAFETY AND INSPECTION SERVICE  
MEAT AND POULTRY INSPECTION TECHNICAL SERVICES



The function of the Meat and Poultry Technical Services is to assure the food safety and public health implications of agricultural practices and emerging scientific and technological changes; develop procedures for conducting inspection of livestock, poultry, and their processed products; coordinate the establishment of industry operating requirements needed to produce wholesome carcasses and parts of livestock and poultry and processed meat and poultry products; determine acceptable methods for the conduct of humane slaughter; develop procedures for maintaining product security and control of condemned and inedible materials; coordinate field testing of new or revised procedures; develop, modify, and update work standards in light of changing procedures and technology; develop facility, equipment, and sanitary requirements and criteria for meat and poultry inspection programs; approve new construction, plant modification, and equipment for meat and poultry plants subject to regulatory control; prepare environmental considerations for MPI Regulatory Programs and employee safety; conduct technical training of meat and poultry inspection personnel; develop meat and poultry processed product standards; develop labeling policy; and review and approve labels.

SUPERSEDES FSIS CHART 7/7/83





FY 1985 PROGRAM ACTIVITY PLAN FOR THE  
FACILITIES, EQUIPMENT AND SANITATION DIVISION, MPITS

ACTIVITY LEADER: B. T. Woods, Jr.

ACTIVITY ABSTRACT: The Facilities, Equipment and Sanitation Division (FESD) is primarily responsible for: (1) the review of blueprints and specifications of facilities to determine compliance with current program requirements; (2) the review and testing of experimental equipment; (3) the review of sanitation, pest control, water conservation programs and policies, and energy and natural resource saving proposals; (4) the development of regulations, standards, and guidelines pertaining to facilities, equipment, and sanitation; and (5) acting as a resource to other FSIS units on engineering questions concerning building materials, construction, plumbing, lighting, ventilation, refrigeration, condensation, and electrical safety.

- ACTIVITY OBJECTIVES:
1. Facilities and equipment review.
    - a. Review an estimated 3,000 sets of prints and specifications for facilities within 10 workdays of receipt and reply to correspondence within 5 workdays of receipt. (Ongoing)
    - b. Review an estimated 2,300 blueprints and parts lists for equipment within 10 workdays of receipt, and reply to correspondence within 5 workdays of receipt. (Ongoing)
  2. Review and evaluate the sanitation parts of Total Quality Control programs.
    - a. Review and evaluate 225 sanitation control programs. Achieve a maximum turnaround time of 5 workdays on sanitation control programs and 5 workdays on correspondence. (Ongoing)
  3. Develop regulations, standards, and guidelines for facilities, equipment, and sanitation.
    - a. Prepare and publish three times per year an agricultural publication entitled "Accepted Meat and Poultry Equipment (MPI-2)." This publication lists equipment that has been accepted for use in federally inspected meat and poultry plants and also contains conditions of use establishment at the time of acceptance of the equipment. (Ongoing)

b. Develop guidelines to be used by the Review and Evaluation Staff (R&E) for the review and evaluation of microbiological control and monitoring programs in heat process areas of meat and poultry production. Approval of these programs is by the regional offices. The guidelines would be used by R&E to determine compliance by the plant with the program as written and the uniformity of programs in meeting minimum Agency requirements. (IV)

c. Publish "Federal Facility Requirements for Small Existing Plants in Designated States." (II)

d. Define criteria for construction materials accepted by FESD. (I)

e. Work with the Food Ingredient Assessment Division, Science, to establish a computerized data base that will have all previously accepted compounds listed for retrieval. (II)

f. Review and update internal reference files. See that the latest technological advances are reflected in our policy notes and establish policy files for new equipment. (Ongoing)

g. Revise the "Forward" portion of the MPI-2, "Accepted Meat and Poultry Equipment," booklet. Make changes and additions that will provide more information and make it easier to read and understand. (II)

h. Present a program on facilities, equipment, and sanitation to circuit supervisors at area meetings in at least five different areas. (I)

4. Review proposals for energy and natural resource savings.

a. Review modifications to 25 proposals for reuse of water. (Ongoing)

b. Assist volunteer plants to use cold outside air in lieu of mechanical refrigeration. (Ongoing)

c. Recommend specific actions to eliminate condensate in volunteer plants. (Ongoing)

d. Conduct a survey to evaluate condensation in red meat plants. Samples will be evaluated for their chemical, microbial, and organoleptic qualities. (IV)

5. Further activities that are in process.

- a. Complete developing a plant profile for the ADP system. (Ongoing)
- b. Develop light requirements for quantity of light for meat and poultry plants. (IV of FY 1986)
- c. Complete import facilities requirements study. (II)
- d. Assist other divisions in studies with new hog and cattle procedures and NELS poultry system. (Ongoing)
- e. Provide support to other divisions within FSIS on projects of common interest, i.e., moisture control, aseptic processing, equipment requirements for various line speeds and mechanical deboning of meat and poultry. (Ongoing)

TABLE 11 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
FACILITIES, EQUIPMENT AND SANITATION DIVISION, MPITS

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Facilities and Equipment Review	Ongoing	12	566
a. - Review Facility Prints and Specifications			
b. - Review Equipment Prints and Parts Lists			
Objective 2 - Review and Evaluate Sanitation Parts of TQC Programs	Ongoing	1	47
a. - Sanitation Control Programs			
Objective 3 - Develop Regulations, Standards, and Guideliness		6	282
a. - Publish Tri-Annually "Accepted Meat and Poultry Equipment"	Ongoing		
b. - Review and Evaluate Microbiological Programs	IV		
c. - Publish Federal Facility Requirements	II		
d. - Construction Materials Criteria	I		
e. - Compounds Computerized Data Base	II		
f. - Internal Reference Files	Ongoing		
g. - "Accepted Meat and Poultry Equipment" booklet	II		
h. - Program on Equipment Design, Construction, and Review Process	I		
Objective 4 - Review Proposals for Energy and Natural Resource Savings		3	138
a. - Review 25 Proposals	Ongoing		
b. - Volunteer Plants Cold Outside Air Use	Ongoing		
c. - Eliminate Condensation in Volunteer Plants	Ongoing		
d. - Quality of Condensation Survey	IV		
Objective 5 - Complete Activities		4	188
a. - Plant Profile	Ongoing		
b. - Light Requirements	IV of FY 1986		
c. - Publish Regulations	II		
d. - Support Other Division's Studies	Ongoing		
e. - Support Agency Studies	Ongoing		
TOTAL		26	1,221

FY 1985 PROGRAM ACTIVITY PLAN FOR THE  
INDUSTRIAL ENGINEERING AND DATA MANAGEMENT DIVISION, MPITS

ACTIVITY LEADER: C. S. Smithson

ACTIVITY ABSTRACT: The Industrial Engineering and Data Management Division (IEDM) has a principal role in formulation and implementation of policies and practices pertaining to industrial engineering and computer based information activities within the various food safety and inspection programs. Functional responsibilities of the Division include the following: (1) develop staffing standards consistent with human engineering factors and allowances; (2) conduct studies designed to improve inspection efficiency; (3) design and maintain a computerized resource information network responsive to FSIS management objectives; (4) organize and present annual inspection program data for Agency officials and other interest groups; and (5) provide Information Resources Management (IRM) technical and administrative support.

ACTIVITY OBJECTIVES: 1. Develop and apply staffing standards for determining personnel requirements in support of program activities.

- a. Participate in development of staffing standards for traditional processing plants using plans of inspection (Regulatory Quality Control). (III)
- b. Develop a method for varying inspection resource requirements based on production quality for less than continuous processing inspection. (III)
- c. Develop a plant quality and inspection resource evaluation system. (III)
- d. Develop methodology to predict TQC staffing before a plan of inspection is completed. (II)
- e. Complete staffing standards for: the revised 3 inspector and up slaughter procedure for cows/bulls; and 1 and 2 inspector cows/bulls, and steers/heifers. (II)
- f. Evaluate the impact on FSIS inspection resources of the European Economic Community (EEC) inspection requirements. (I)
- g. Develop staffing standards for swine hanging viscera. (I)

- h. Develop staffing standards for new method of combining swine carcass and viscera inspection, and a quality control monitoring activity. (III)
  - i. Develop staffing standards for a new cattle inspection procedure that incorporates a quality control monitoring activity. (III)
  - j. Develop staffing standards for updated and revised livestock ante-mortem inspection procedures. (III)
  - k. Develop staffing standards for a revised sheep inspection procedure. Included is a quality control activity. (II)
  - l. Develop staffing standards for edible viscera inspection in: sheep (II); swine (III); and beef (IV).
  - m. Develop staffing standards for a new roaster inspection procedure that may incorporate a quality control monitoring function. (IV)
  - n. Develop staffing standard for Llama inspection. (II)
  - o. Develop staffing standard for a new customized turkey inspection procedure when boning is done on the line. (II)
  - p. Maintain, update and interpret staffing standards. (Ongoing)
2. Maintain and deliver professional services involving application of the various industrial engineering disciplines.
- a. Develop new and improved inspection workplace specifications using ergonomic principles and human factor concepts. (Ongoing)
  - b. Provide support to the Lighting Task Force. (IV)
  - c. Brief FSIS employee organization members on staffing standards and related industrial engineering methodologies. (Ongoing)



- d. Work with FSIS management officials in support of consultation and negotiation actions pertaining to the collective bargaining and labor-management relations process. (Ongoing)
  - e. Develop a handbook for staff and field managers on work measurement methods as applied in FSIS including current staffing standards and application instructions. (III)
  - f. Participate in the evaluation of the Alec 4000 poultry processor to determine if it offers a feasible and productive way to inspect broilers and fryers. (IV)
3. Support Agency Information Resources Management (IRM) requirements.
- a. Provide staff support (executive secretary) to the Information Resources Management Review Board (IRMRB) and chairperson for the IRM Coordinating Committee (IRMCC). (Ongoing)
  - b. Coordinate and participate in preparation of IRM plans that interface with the Department's long-range IRM planning process. (Ongoing)
  - c. Respond to Departmental requests and initiatives concerning IRM and related matters. (Ongoing)
  - d. Represent FSIS at the Departmental IRM Policy and Program Support Committee. (Ongoing)
  - e. Disseminate IRM guidance. (Ongoing)
  - f. Provide technical guidance on office automation equipment acquisition and use. (Ongoing)
  - g. Perform special, IRM-related studies and projects. (Ongoing)
4. Implement and maintain automated data processing systems in response to FSIS needs.
- a. Provide operational and technical support necessary to maintain the ongoing Automated Import Information System and the revised system, when implemented. (Ongoing)
  - b. Implement a linkage among FSIS minicomputers in order that data and programs residing on separate machines may be exchanged and combined. (II)

- c. Manage the edit, data entry, and quality assurance of inspection source document processing for FSIS automated information systems. (Ongoing)
  - d. Update and maintain FSIS computer systems and data bases, including management of the facility and compliance with security requirements. (Ongoing)
  - e. Provide technical review and approval of hardware, software, and ADP services to ensure feasibility, agencywide compatibility, and conformance to FSIS long range plans for information resource management. (Ongoing)
5. Analyze, design, program and maintain FSIS computer system applications as directed by the IRM Review Board.
- a. Provide contract management and technical review necessary to implement revisions to the Automated Import Information System. (III)
  - b. Develop instructions and train Regional representatives in the entry, inquiry and retrieval of information associated with the revised FSIS Management and Communication System (FMCS). (I)
  - c. Implement an automated system to monitor staffing and quality assurance performance of establishments under total quality control. (III)
6. Analyze, coordinate, and release operation and management statistics on FSIS domestic and international operations.
- a. Summarize data on FSIS operations and personnel for various publications and reports throughout the year (e.g. the MPI Statistical Summary, the Annual Report to Congress, and explanatory notes accompanying FSIS budget request). (Ongoing)
  - b. Respond to special requests for data and data analyses on FSIS activities. (Ongoing)

TABLE 12 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
INDUSTRIAL ENGINEERING AND DATA MANAGEMENT DIVISION, MPITS

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Develop Staffing Standards and Perform Methods Analysis		7	282
a. - Regulatory Quality Control	III		
b. - Less Than Continuous Processing Inspection	III		
c. - Develop a Plant Quality and Resource Evaluation System	III		
d. - TQC Staffing Predictor	IV		
e. - One, Two, and Three Inspector Cattle Procedure	II		
f. - Evaluate Impact of EEC Inspection Requirements	I		
g. - Swine Hanging Viscera	I		
h. - Combine Swine Carcass/Viscera Inspection	III		
i. - Quality Control Function in Cattle	III		
j. - Ante-Mortem Livestock Inspection	III		
k. - Sheep Inspection	IV		
l. - Edible viscera Inspection:			
(1) Sheep	II		
(2) Swine	III		
(3) Beef	IV		
m. - Roaster Inspection	IV		
n. - Llama Inspection	II		
o. - Turkey Inspection	II		
p. - Maintain, Update, and Interpret Standards	Ongoing		
Objective 2 - Provide Industrial Engineering Services		2	80
a. - Develop Inspection Workplace Specifications	Ongoing		
b. - Assist Lighting Task Force	Ongoing		
c. - Employee Organization Briefings	Ongoing		
d. - NJC Consultation	Ongoing		
e. - Work Measurement Handbook	III		
f. - Evaluate Alec 4000	IV		

TABLE 12 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
INDUSTRIAL ENGINEERING AND DATA  
MANAGEMENT DIVISION, MPITS - Continued

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 3 - Support Agency IRM Requirements	Ongoing	3.5	141
a. - IRMRB Executive Secretary; IRMCC Chairperson			
b. - IRM Long-Range Planning			
c. - Departmental IRM Requirements			
d. - USDA IRM Policy and Program Support Committee			
e. - IRM Guidance			
f. - Office Automation Guidance			
f. - IRM Studies and Projects			
Objective 4 - Computer Systems Management and Operations		27.0	1,086
a. - AIIS Operations	Ongoing		
b. - Link Minicomputer	II		
c. - Process Source Documents	Ongoing		
d. - Management of FSIS Computer Facility	Ongoing		
e. - Procurement Review	Ongoing		
Objective 5 - Computer System Assignments as Directed by IRMRB		4.0	161
a. - AIIS Contract Support	III		
b. - FMCS Instructions and Training	I		
c. - TQC Development	III		
Objective 6 - Analyze and Present Management Information and Statistics	Ongoing	3.5	141
a. - Recurring Reports and Statistics			
b. - Special Request and Analytical Studies			
TOTAL		47.0	1,891

FY 1985 PROGRAM ACTIVITY PLAN FOR THE  
PROCESSED PRODUCTS INSPECTION DIVISION, MPITS

ACTIVITY LEADER: B. F. Dennis

ACTIVITY ABSTRACT: The Processed Products Inspection Division (PPID) is responsible for establishing good manufacturing practices and inspection criteria and methods necessary to assure that processed meat and poultry products are safe, wholesome, unadulterated, and correctly labeled. This is achieved by: (1) conducting studies of potential hazards; (2) determining the nature and kinds of defects that occur; (3) evaluating industry's quality control procedures and practices; (4) providing technical guidance to industry; and (5) developing inspection procedures, sampling plans and techniques, and criteria for interpreting laboratory analyses. PPID also serves other agency units as subject matter experts.

- ACTIVITY OBJECTIVES: 1. Continue development and expansion of quality control concepts.
- a. Provide technical quality control assistance to the Regional Offices. (Ongoing)
  - b. Review new total quality control systems (200). (Ongoing)
  - c. Review revisions of and amendments to total quality control system (150). (Ongoing)
  - d. Review and approve acceptable partial quality control programs (350). (Ongoing)
  - e. Review and approve acceptable revisions of amendments to partial quality control programs (150). (Ongoing)
  - f. Review and update, if necessary, all partial quality control programs in effect for five years. (IV)
  - g. Evaluate Regional approval of partial quality control programs. (Ongoing)
  - h. Continue development of partial quality control evaluation checklists and guidelines so that approval authority can be delegated to the Regional Offices. Evaluate checklists and guidelines already in place for completeness and applicability. (Ongoing)

i. Develop a quality control manual to include subjects such as procedures, sampling plans and sample limits. (III)

j. Provide technical assistance in developing and presenting training in quality control concepts. (Ongoing)

k. Continue efforts to make continuing education in quality control concepts available to FSIS personnel. (Ongoing)

2. Conduct special and major ongoing projects.

a. Review process deviation evaluations in canned products (250). (Ongoing)

b. Coordinate the handling of abnormal container incidents in canned products (150). (Ongoing)

c. Provide assistance to International Programs on policy/procedural matters, including, at Foreign Programs request as a part of their evaluation of a country's system, assessing the adequacy of process schedules used to control production of imported canned product. (Ongoing)

d. Provide technical support and participate in MPITS Program Training Division's course for canning inspectors. (Ongoing)

e. Provide technical assistance to CODEX, AMS, and other Federal agencies in matters dealing with processed meat and poultry. (Ongoing)

f. Continue evaluation of new processes for safety, consumer expectancy, and need for regulatory controls; e.g., coextrusion of sausages, extraction of salt soluble protein, bone elimination, antibiotic sampling of calves, MSS activity and aseptic processing. (Ongoing)

g. Continue evaluation of proposed procedures to handle product contaminated with hard particles, such as metal, plastic, and glass. (Ongoing)



- h. Manage the MP-404 Quarterly report by evaluating compiled data through systematic review of the data and plant production history. (Ongoing)
  - i. Evaluate external needs for information from the MP-404/536 data collection system and determine feasibility of revising same. (II)
  - j. Participate in interpreting and implementing regulations on cured pork products. (Ongoing)
  - k. Complete development and implementation of TQC data collection system. (II)
  - l. Form a task group and develop an objective system for use by quality control inspectors to evaluate the performance of a TQC system. (IV)
  - m. Form a task group to determine implementation of the recommendation contained in the Report on Dry Cured Bacon. (III)
  - n. Conduct special experimental pilot projects relating to new definition and expansion to the use of quality control concepts of inspection, e.g., Smryna Project. (II)
  - o. Conduct pilot projects to expand use of quality control concepts of inspection to partial quality control programs by utilizing Plans of Inspection, Daily Log, etc. (III)
  - p. Coordinate instruction in quality concepts in the development of candidates for board certification as Certified Quality Engineers. (II)
  - q. Complete development of criteria identifying the various combinations of time, temperature, salt content and pH that would be acceptable for the production of fermented sausage. (I)
3. Develop policies, procedures, and regulations.
- a. Clarify need for further policy guidelines for the control of boneless manufacturing meat. (I)
  - b. Prepare final canning regulation. (III)
  - c. Prepare guidelines/instructions to aid MPIO in interpreting and implementing revised regulations for canned product. (III)



- d. Prepare final regulations for control of trichina. (II)
- e. Prepare final regulations for imported cured pork products. (I)
- f. Prepare final regulations for shipping product produced during overtime period by a TQC plant. (IV)
- g. Prepare final regulation to authorize variable sampling rates (skip-lot). (I)
- h. Prepare final regulations for the control of processing procedures used in production of meat patties (similar to roast beef). (IV)
- i. Develop policy for the use of part-time/intermittent employees in TQC assignments. (II)
- j. Develop procedures to implement the accepted recommendations from the TQC Assessment Task Group and the Contractors study. (III)
- k. Develop a review guide for canning plants. (CS) indepth plant review). (II)
- l. Complete evaluation of interim criteria and prepare final defect criteria for metal containers used for imported meat extracts. (I)
- m. Develop additional procedures for handling and destruction of condemned canned products. (II)

TABLE 13 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
PROCESSED PRODUCTS INSPECTION DIVISION, MPITS

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Continue QC Assistance		14	680
a. - Provide Technical Assistance	Ongoing		
b. - Review New TQC System	Ongoing		
c. - Review Revisions and Amendments to TQC System	Ongoing		
d. - Review and Approve PQC Programs	Ongoing		
e. - Review Revisions and Amendments to PQC Programs	Ongoing		
f. - Review and Update Old PQC Programs	IV		
g. - Evaluate Regional Approvals of PQC Programs	Ongoing		
h. - Decentralize Approval of PQC Programs	Ongoing		
i. - Develop QC Manual	III		
j. - Assist in Presentation of Quality Control	Ongoing		
k. - Continuing Education on Quality Concepts	Ongoing		
Objective 2 - Conduct Special and Major Projects		6	293
a. - Review Process Deviation Evaluations	Ongoing		
b. - Handling of Abnormal Container Incidents	Ongoing		
c. - Assist International Programs Evaluation of Process Schedules	Ongoing		
d. - Assist in Development and Participation in Delivery of Training for Canning Inspectors	Ongoing		
e. - Provide Assistance in Codex Matters	Ongoing		
f. - Evaluate New Processes	Ongoing		
g. - Evaluate Detecting Hard Particles	Ongoing		
h. - MP-404 Quarterly Report	Ongoing		
i. - Determine External Information Needs from 404/536 System	II		
j. - Complete Implementation of Cured Pork Regulations	II		
k. - Develop and Implement TQC Data Collection	II		
l. - Develop TQC Evaluation System	IV		
m. - Study Implementation of Dry Cured Bacon Recommendations	III		
n. - Conduct Special Projects on Application of Inspection	II		
o. - Conduct Projects on Use of PI for PQC	III		
p. - Coordinate CQE Training	II		
q. - Develop Criteria for Production of Fermented Sausage	I		

TABLE 13 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
 PROCESSED PRODUCTS INSPECTION DIVISION, MPITS - Continued

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 3 - Develop Policies, Procedures, and Regulations		7	339
a. - Clarify Need for New Policies for Boneless Meat Reinspection	I		
b. - Prepare Final Canning Regulation	III		
c. - Prepare Guidelines/Instruction for Implementation of Canning Regulations	III		
d. - Prepare Final Trichina Regulation	II		
e. - Prepare Final Regulations for Imported Cured Pork Products	I		
f. - Prepare Final Regulations for Product Produced During Overtime (TQC)	IV		
g. - Prepare Final Regulations on Variable Sampling Rates	I		
h. - Prepare Final Regulations for Control of Production of Meat Patties	IV		
i. - Develop Policy for Part-time/ Intermittant Employees (TQC)	II		
j. - Develop Procedures to Implement Recommendations of TBS Study and TQC Assessment	III		
k. - Develop Review Guide For Canning Plants	II		
l. - Prepare Defect Criteria for Imported Meat Extract Containers	I		
m. - Develop Procedures for Destruction of Condemned Canned Products	II		
TOTAL		27	1,312

FY 1985 PROGRAM ACTIVITY PLAN FOR THE  
PROGRAM TRAINING DIVISION, MPITS

ACTIVITY LEADER: M. A. Simmons

ACTIVITY ABSTRACT: The Program Training Division participates in the planning and formulation of all training policies, programs, and activities of the Meat and Poultry Inspection Program. This is achieved through the design of human performance systems. This Division (1) reviews existing and proposed criteria and procedures for slaughter and processed products inspection, as well as facilities, equipment, and sanitation systems requirements, in order to determine how effectively and efficiently they utilize human resources; (2) participates in the administration, planning, development, and evaluation of technical programs for training of Federal, State, and other personnel engaged in meat and poultry inspection; (3) participates in training foreign nationals to meet requirements of the meat and poultry inspection program, in consultation with the International Programs, the Pan American Health Organization, and other international organizations, as appropriate; (4) cooperates with other FSIS personnel, State inspection officials, industry representatives, university officials, and others in planning and conducting training programs; (5) maintains liaison with professional and technical institutions; and (6) assists in developing Agencywide nontechnical training programs.

ACTIVITY OBJECTIVES: 1. Design and develop performance systems, instructions systems and instructional aids for the technical training of MPI employees.

- a. Update training materials for the following:
  - (1) Employee Development Guides for trainee food inspectors, veterinarians (assigned to red meat plants) and food inspectors. (IV)
  - (2) Basic processing and basic slaughter courses. (IV)
  - (3) Other training materials as appropriate when policy and regulations change. (IV)
- b. Conduct a curriculum study in the area of slaughter inspection, identifying areas of responsibility, related duties and tasks, and the knowledge and skills needed to carry out these tasks. (IV)

c. Develop a proposed multi-faceted multi-year training and development program for processing inspectors and supervisors. This program would be designed to develop the skills and knowledge needed to carry out their assignments and to keep inspectors and supervisors abreast of the latest changes related to processing inspection. (IV)

d. Develop instructional programs that meet Agency needs in scientific, technical, and supervisory/management areas. Programs will be developed for:

- (1) Combined viscera-carcass swine inspection. (III)
- (2) New cattle inspection procedure. (III)
- (3) New turkey inspection procedure. (II)
- (4) Beef carcass online quality control system. (III)
- (5) Swine carcass online quality control system. (III)
- (6) Implementation Guidelines
  - (a) New standards for beef edible viscera. (IV)
  - (b) New Standards for swine edible viscera. (III)
  - (c) Sheep edible viscera standards. (II)
- (7) Inspection responsibilities related to calibration of equipment. (II)
- (8) Sulfa onsite test. (III)
- (9) Carrying out of supervisory and management responsibilities. (IV)
- (10) Condensation. (IV)
- (11) Sample preparation guide for laboratories. (IV)

- (12) Revamped veterinary training. (IV)
  - (13) New circuit supervisors. (IV)
  - (14) Alternative inspection systems for new slaughter technology. (IV)
  - (15) Update STOP guide. (II)
2. Deliver technical training to target population.
- a. Conduct quality control training for food inspectors and supervisors. (IV)
  - b. Supply individual employees with training and learning resources as follows:
    - (1) Process requests for audiovisual programs in basic educational programs, safety and health programs, supervision/management programs, animal disease programs, processed products programs, MPI technical programs, and MPI informational programs. (IV)
    - (2) Process correspondence courses in basic education subjects, basic scientific subjects, statistics, MPI subjects and defensive driving. (IV)
    - (3) Process request for programmed instruction and job guides for slaughter, processed products, and supervisory jobs. (IV)
  - c. Conduct trainee-paced training courses for cross training and induction training for food inspectors and veterinarians in red meat and poultry slaughter and basic processed products inspection. (IV)
  - d. Conduct training courses for assembled groups in supervision/management, carcass disposition, VMO plant responsibilities, MPI overviews, and orientation. (IV)
  - e. Conduct special training courses, on request, for program groups and for non-program groups and individuals, such as State Inspectors, university professionals and students, and foreign nationals. (IV)

- f. Conduct special training for individuals when requested by MPITS directors and managers. (IV)
  - g. Develop and/or obtain resources for the continuing education and development program. These resources will include university-based and tailored courses. (IV)
  - h. In conjunction with the Employee Development Branch, Personnel Division, continue the University-based training program for food inspectors. (IV)
  - i. Coordinate training and education for senior veterinary medical students from Virginia Polytechnical Institute. (IV)
  - j. Conduct canning inspection training. (IV)
  - k. Conduct NELS type (NELS/NTI) training. (IV)
- 3. Provide assistance to MPI managers and other FSIS organizational units in the analysis of human performance problems. (IV)
  - 4. Provide assistance to other MPITS managers by participating in task forces, study groups, etc. (IV)



TABLE 14 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
PROGRAM TRAINING DIVISION, MPITS

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Design and Develop Technical Training		21	1,069
a. - Update All Training Materials	IV		
(1) Employee Development Guides			
(2) Basic Processing and Slaughter			
(3) Other Training Materials			
b. - Conduct Curriculum Study	IV		
c. - Long-term Processing Training Programs	IV		
d. - Develop Training Programs			
(1) Combined Viscera-Carcass Inspection	III		
(2) New Cattle Inspection Procedure	III		
(3) New Turkey Inspection Procedure	II		
(4) Beef Carcass Online QC System	III		
(5) Swine Carcass Online QC System	III		
(6) Implementation Guidelines			
(a) New Standards for Beef Edible Viscera	IV		
(b) New Standards for Swine Edible Viscera	III		
(c) Sheep Edible Viscera Standards	II		
(7) Inspection Responsibilities Related to Calibration of Equipment	II		
(8) Sulfa Onsite Test	III		
(9) Carrying out of Supervisory and Management Responsibilities	IV		
(10) Condensation	IV		
(11) Sample Preparation Guide for Laboratories	IV		
(12) Revamped Veterinary Training	IV		
(13) New Circuit Supervisors	IV		
(14) Alternative Inspection Systems for New Slaughter Technology	IV		
(15) Update STOP Guide	II		
Objective 2 - Deliver Training	IV	14	728
a. - Quality Control Training			
b. - Supply Training Materials to Individuals			
(1) Audiovisual Programs			
(2) Correspondence Programs			
(3) Programmed Instruction			
c. - Trainee-Paced Course Delivery			
d. - Conduct Assembled Training			
e. - Conduct Special Group Training			
f. - Conduct Special Individual Training			
g. - Continuing Education			

TABLE 14 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
PROGRAM TRAINING DIVISION, MPITS -Continued

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
h. - University-Based Training			
i. - VPI Program			
j. - Canning Inspection Training			
k. - Conduct NELS Type Training			
Objective 3 - Analysis of Human Performance	IV	2	102
Objective 4 - Task Force Assistance	IV	<u>5</u>	<u>255</u>
TOTAL		42	2,154

FY 1985 PROGRAM ACTIVITY PLAN FOR THE  
SLAUGHTER INSPECTION STANDARDS AND  
PROCEDURES DIVISION, MPITS

ACTIVITY LEADER: J. C. Prucha

ACTIVITY ABSTRACT: The Slaughter Inspection Standards and Procedures Division is responsible for designing, testing, and assisting in the implementation of standards and procedures for: (1) the inspection of livestock and poultry at slaughter; (2) the reinspection of food animal carcasses and parts of carcasses subsequent to slaughter using quality control programs; (3) the control of condemned and inedible meat and poultry at inspected establishments; and (4) ensuring the humane handling and slaughter of livestock. Related to these primary responsibilities, the Division is also responsible for furnishing technical guidance as requested, and for the evaluation of industry, consumer, and other Government agencies' proposals in its areas of primary responsibility.

ACTIVITY OBJECTIVES: 1. Modernize slaughter inspection procedures.

a. Establish pilot plants, publish a final rule and participate in the implementation of a swine inspection system which combines a viscera/carcass inspection procedure with a swine carcass on-line quality control program. (III)

b. Establish pilot plants, publish a final rule and participate in the implementation of a cattle inspection system which combines a viscera/carcass inspection procedure with a beef carcass on-line quality control program. (III)

c. Test the feasibility of a cooperative government/industry inspection procedure for young chickens. (Ongoing)

d. Design and test a llama inspection procedure. (II)

e. Evaluate and update livestock ante-mortem inspection procedures. (III)

f. Review and streamline the sheep inspection procedure. (IV)

g. Design and test a new inspection system for roasters. (IV)

- h. Review the handling practices of livestock for ritual slaughter to determine if more humane methods have developed since the enactment of the Humane Methods of Slaughter Act in 1958. If so, draft a proposed legislative change. (II)
- 2. Develop slaughter inspection standards.
  - a. Develop standards for the sheep carcass on-line quality control system. (III)
  - b. Develop standards for beef edible viscera. (IV)
  - c. Develop standards for swine edible viscera. (III)
  - d. Develop standards for sheep edible viscera. (II)
- 3. Provide regulatory relief to industry.
  - a. Evaluate industry moisture absorption partial quality programs and develop inspection procedures designed to monitor the programs. (Ongoing)
  - b. Evaluate various systems for reducing poultry chiller water usage such as diatomaceous earth filters. (Ongoing)
  - c. Evaluate various systems for reconditioning food animal carcasses. (Ongoing)
  - d. Design and test effective and efficient alternate inspection systems which accommodate new slaughter technology. (Ongoing)
  - e. Publish a proposed rule permitting the controlled slaughter of horses in cattle abattoirs. (I)
- 4. Manage the Livestock and Poultry Disease Reporting System including continually evaluating reported data, conducting special surveys, and issuing periodic reports on animal diseases and conditions. (Ongoing)
- 5. Evaluate and approve carcass on-line quality control programs for the NELs, NTI, swine, and cattle inspection systems. (Ongoing)
- 6. Manage a program to develop and train field experienced veterinarians for Washington staff positions. (Ongoing)

TABLE 15 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
SLAUGHTER INSPECTION STANDARDS AND PROCEDURES DIVISION, MPITS

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Modernize Slaughter Inspection Procedures		6	321
a. - Swine Inspection System	III		
b. - Cattle Inspection System	III		
c. - Government/Industry Inspection Procedure	Ongoing		
d. - Llama Inspection Procedures	II		
e. - Livestock Ante-Mortem Inspection Procedures	III		
f. - Sheep Inspection Procedure	IV		
g. - Inspection System for Roasters	IV		
h. - Practices for Ritual Slaughter	II		
Objective 2 - Develop Slaughter Inspection Standards		2	107
a. - Sheep Carcass On-Line QC	III		
b. - Edible Viscera	IV		
c. - Edible Viscera	III		
d. - Sheep Edible Viscera	II		
Objective 3 - Provide Regulatory Relief to Industry			
a. - Moisture Absorption Partial Quality Programs	Ongoing	5	268
b. - Chiller Water Usage	Ongoing		
c. - Reconditioning Food Animal Carcasses	Ongoing		
d. - Alternative Inspection Systems	Ongoing		
e. - Publish Proposed Rule	I		
Objective 4 - Manage the Livestock and Poultry Disease Reporting System	Ongoing	1	54
Objective 5 - Evaluate and Approve Carcass On-Line Quality Control Programs	Ongoing	2	106
Objective 6 - Manage a Program to Develop and Train Field Experienced Veterinarians	Ongoing	<u>1</u>	<u>54</u>
TOTAL		17	910

FY 1985 PROGRAM ACTIVITY PLAN FOR THE  
STANDARDS AND LABELING DIVISION, MPITS

ACTIVITY LEADER: R. Hibbert

ACTIVITY ABSTRACT: The Standards and Labeling Division carries out the label approval and auditing function for all labels that are used on federally inspected meat and poultry products. The Division reviews all complex labeling prior to its use on meat and poultry and monitors those labels that are approved in the field. The Division conducts reviews to assure that meat and poultry products are formulated with safe and suitable ingredients, that their labels are truthful and not misleading, and that those labels show all required information. Formal product standards are developed to specify meat content and/or usual ingredients of meat and poultry products when industry members or consumers show particular interest in increasing uniformity among products using the same product name. Development of rules to permit or restrict the uses of various food additives is the responsibility of this office. Other regulations in the food labeling area are also developed by the Division, and the Division provides support and advice relating to assigned activities of Codex Alimentarius.

- ACTIVITY OBJECTIVES:
1. Conduct prior approval program to assure that meat and poultry products are formulated with safe and suitable ingredients and are labeled in a manner which is truthful, informative, and not misleading.
    - a. Review/audit approximately 120,000 labels and issue approvals, temporary approvals, approvals with modifications and disapprovals as appropriate. (Ongoing)
    - b. Review and process all appeals of labeling decisions within the Division and provide additional analyses and recommendations of appeals made to the Office of the Deputy Administrator and Office of the Administrator. (Ongoing)
    - c. Transmit correspondence which relates both to the approval status of specific labeling, provides general information and answers interpretative questions as they relate to the label approval functions. (Ongoing)
    - d. Enter data regarding label review decisions into Division's label information system and conduct searches within system as appropriate, both for Division needs and as requested by other parties. (Ongoing)



- e. Complete evaluation of future ADP needs of Division and make recommendations for future action to the Deputy Administrator. (II)
- 2. Continue efforts to expand the decentralization of the prior label approval function.
  - a. Conduct a complete evaluation of the recent changes in the prior approval program through use of questionnaires, label review data, and other input from Division and field personnel. Develop recommendations for possible future action. (I)
  - b. Develop and issue quarterly reports to the field on status of field delegation efforts, identifying trends and participation and error rate. (Ongoing)
  - c. Develop and publish a proposed regulation which would expand the categories of generically approved labels in plants operating under a total quality control system. (I)
  - d. Maintain and improve liaison with field structure in label approval area through identification of problem areas in system; provide backup training as appropriate. (Ongoing)
- 3. Develop new policies, procedures, regulations and guidelines relative to the standards and labeling of meat and poultry products.
  - a. Develop and issue policy memos as appropriate to clarify position and insure truthful label practices (approximately 15-20; numbers will depend upon issues raised during the year) (Ongoing).
  - b. Update and issue changes as appropriate in Agency's policy book of label approval determinations. Conduct overall review re-editing, and reissuance of entire policy book with input from field inspection personnel. (III)
  - c. Evaluate petitions for uses of various food ingredients under new FSIS procedural regulations for approval of FDA approved substances and make recommendation for Agency action (approximately 10-15; numbers will depend on issues raised during year). Conduct similar evaluations of new petitions in other areas as submitted. (Ongoing).



- d. Develop proposal to allow the use of milk as a binder in cooked sausages. (II)
- e. Develop a proposal for standards for domestically produced pate' products. (IV)
- f. Develop a proposal which would establish protein fat free standards and controls for turkey ham products. (III)
- g. Conduct evaluation, in cooperation with Processed Products Inspection Division of new technologies involving grinding and separating of meat products. (III)
- h. Issue regulations regarding the use of tocopherol and polysorbates or lecithin in pumped cured bacon. (I)
- i. Publish a proposal to permit the use of lactic acid starter cultures in ham products. (IV)

4. Continuation and completion of ongoing projects.

- a. Develop final regulations for cooked poultry sausage products. (IV)
- b. Assist in development of final regulations for mechanically separated poultry products. (IV)
- c. Continue efforts to develop policy in sodium labeling and other nutritional labeling areas. Make recommendation for new guidelines or inspection control changes as appropriate. (Ongoing)
- d. Continue to issue amenability determinations consistent with Agency guidelines. (Ongoing)
- e. Complete assessment of comments received to pizza and cheese labeling proposal in conjunction with Policy and Program Planning staff. Make recommendation for final Agency action. (II)
- f. Develop final rule for partially rendered meat items. (IV)
- g. Develop recommendation for future standards and labeling controls for processed poultry products containing added moisture other than turkey ham. (III)

- h. Issue final rule modifying Agency position on composite ingredient labeling. (IV)
- i. Participate in Agency nitrite activities and assist Deputy Administrator in coordinating further Agency action in this area. (Ongoing)
- j. Coordinate Agency activities and recommend positions regarding the use of fish products in meat and poultry items, contingent upon submissions of additional data. (II)
- k. Supply comment and participation in activities of the Codex Alimentarius Commission. (Ongoing)
- l. Participate in Agency efforts to implement protein fat free controls for cured pork products. (Ongoing)

TABLE 16 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
STANDARDS AND LABELING DIVISION, MPITS

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Label Integrity Assurance		20	697
a. - Review 120,000 Labels	Ongoing		
b. - Process Appeals	Ongoing		
c. - Transmit Correspondence	Ongoing		
d. - Enter Data Regarding Label Review	Ongoing		
e. - Complete Evaluation of Future ADP Needs	II		
Objective 2 - Prior Label Approval Function		15	523
a. - Conduct a Complete Evaluation of Recent Changes and Develop Recommendations	I		
b. - Develop and Issue Quarterly Reports	Ongoing		
c. - Develop and Publish a Proposal to Expand the Categories of Generically Approved Labels	I		
d. - Maintain and Improve Liaison with Field Structure	Ongoing		
Objective 3 - Policy Development		3	105
a. - Issue Policy Memos	Ongoing		
b. - Maintain and Issue Changes as Appropriate in Agency's Policy Book	III		
c. - Evaluate Petitions for Uses of Various Food Ingredients	Ongoing		
d. - Use of Milk as a Binder in Cooked Sausages	II		
e. - Standards for Domestically Produced Pate' Products	IV		
f. - Protein Fat Free Standards and Controls for Turkey Ham Products	III		
g. - Conduct Evaluation of New Technologies Involving Grinding and Separating of Meat Products	III		
h. - Issue Regulations Regarding the Use of Tocopherol and Polysorbates or Lecithin in Pumped-Cured Bacon	I		
i. - Publish a Proposal to Permit the Use of Lactic Acid Starter Cultures in Ham Products	IV		

TABLE 16 - FY 1984 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
STANDARDS AND LABELING DIVISION, MPITS - Continued

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 4 - Continuation and Completion of Ongoing Projects		2	70
a. - Develop Final Regulations for Cooked Poultry Sausage Products	IV		
b. - Assist in Development of Final Regulations for Mechanically Separated Poultry Products	IV		
c. - Continue to Develop Policy in Sodium Labeling and Other Nutritional Labeling Areas	Ongoing		
d. - Continue to Issue Amenability Determinations Consistent With Agency Guidelines	Ongoing		
e. - Assessment of Pizza and Cheese Labeling Proposal	II		
f. - Develop Final Rule for Partially Rendered Meat Items	IV		
g. - Develop Recommendations for Future Standards and Labeling Controls for Poultry Products Containing Added Moisture Other Than Turkey Ham	III		
h. - Issue Final Rule Modifying Agency Position On Composite Ingredient Labeling	IV		
i. - Participate in Agency Nitrite Activities	Ongoing		
j. - Use of Fish Products in Meat and Poultry Items	II		
k. - Codex Alimentarius Commission	Ongoing		
l. - Protein Fat Free Controls for Cured Pork Products	Ongoing		
TOTAL		40	1,395

FY 1985 PROGRAM ACTIVITY PLAN FOR THE  
TECHNOLOGY TRANSFER AND ASSESSMENT STAFF, MPITS

ACTIVITY LEADER: B. R. Calvi

ACTIVITY ABSTRACT: The Technology Transfer and Assessment Staff (TTA) identifies and maintains sources of information on meat and poultry research innovations. It serves as a clearinghouse for research information from a network of domestic and international monitoring stations.

The Staff analyzes scientific, technological, and industrial research findings in terms of their relevance to FSIS's regulatory functions. Issues with potentially high impact, either beneficial or detrimental, on FSIS, the industry, or the consumer, are assessed and appropriate options are presented to the Agency.

To communicate information, the Staff sponsors a series of knowledge-building seminars on technology-related issues relevant to meat and poultry. A quarterly Memorandum of Screening and Surveillance (MOSS) informing Agency personnel of TTA's findings on current assessment topics, and an annual report summarizing the Staff's activities are published.

- ACTIVITY OBJECTIVES:
1. Identify and develop sources of information on meat and poultry research and innovations.
    - a. Establish and maintain monitoring stations in U.S. and at strategic points in foreign countries. (Ongoing)
    - b. Participate in approximately 20 conferences during the year. (Ongoing)
    - c. Conduct literature searches and monitor current publications. (Ongoing)
  2. Communicate relevant scientific and technical information to the Agency.
    - a. Publish a Memorandum of Screening and Surveillance (MOSS). (Quarterly)
    - b. Prepare an Annual Report of the Technology Transfer and Assessment Staff. (I)
    - c. Present technical seminars. (Quarterly)
    - d. Computerize TTA information for Agency access and develop a resource guide. (Ongoing)

3. Provide support to the Technology Assessment Steering Committee (TASC)
  - a. Prepare information papers for consideration by the committee. (Ongoing)
  - b. Conduct technology assessment as directed by the committee. (Ongoing)
  - c. Prepare for four substantive meetings, of the committee. (II, IV)

TABLE 17 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
TECHNOLOGY TRANSFER AND ASSESSMENT STAFF, MPITS

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Research and Innovation Information Acquisition	Ongoing	2	77
a. - Establish Monitoring Stations			
b. - Participate in Scientific Conferences			
c. - Search Literature			
Objective 2 - Information Dissemination			
a. - Publish Quarterly Memorandum of Screening and Surveillance	Quarterly	2	77
b. - Publish Annual Technology Transfer and Assessment Report	I		
c. - Conduct Technical Seminars	Quarterly		
d. - Computerize TTA Files	Ongoing		
Objective 3 - Support TASC		2	76
a. - Prepare Information Papers	Ongoing		
b. Participate in Technology Assessments	Ongoing		
c. Prepare for a Substantive Meeting of the Committee	II, IV	—	—
TOTAL		6	230



## FY 1985 PROGRAM AREA PLAN FOR SCIENCE

PROGRAM LEADER: R. E. Engel

PROGRAM ABSTRACT: The Science Program serves to provide the Agency with scientific guidance and support in chemistry, epidemiology, microbiology, pathology, toxicology, nutrition, parasitology, and mathematics and statistics. The support services are designed to assure product safety from disease, harmful chemicals, toxins and food poisoning microorganisms, as well as to prevent economic fraud and insanitary preparation.

The Science Program area develops and maintains close ties with national and international scientific laboratories and communities in order to keep abreast of scientific and technological advances and to open new avenues for the exchange of scientific information; participates with other components of FSIS in developing and reviewing policies and procedures relating to FSIS programs; coordinates nutrition activities for FSIS; operates a food-borne hazard reporting system; identifies, recommends, and coordinates the establishment and conduct of appropriate research projects; operates the FSIS regulatory field service laboratories to support program needs; evaluates the safety of food additives for use in meat and poultry products; operates a safety program for FSIS laboratories; assists in the development and implementation of science-related training programs; and coordinates activities and provides guidance and expertise in the implementation of the Equal Employment Opportunity (EEO) Program.

PROGRAM GOALS:

1. Continue the Residue Avoidance Program as part of the ongoing National Residue Program to control contaminating residues in the meat and poultry supply.
2. Support the FSIS program for control of contaminating residues in imported products.
3. Carry out laboratory support of the FSIS inspection program.
4. Coordinate nutrition activities for FSIS.
5. Operate an effective Science EEO Program.
6. Coordinate a Laboratory Renovation and Safety Program for FSIS laboratories.
7. Conduct a quality assurance program in FSIS, contract and accredited non-FSIS laboratories.

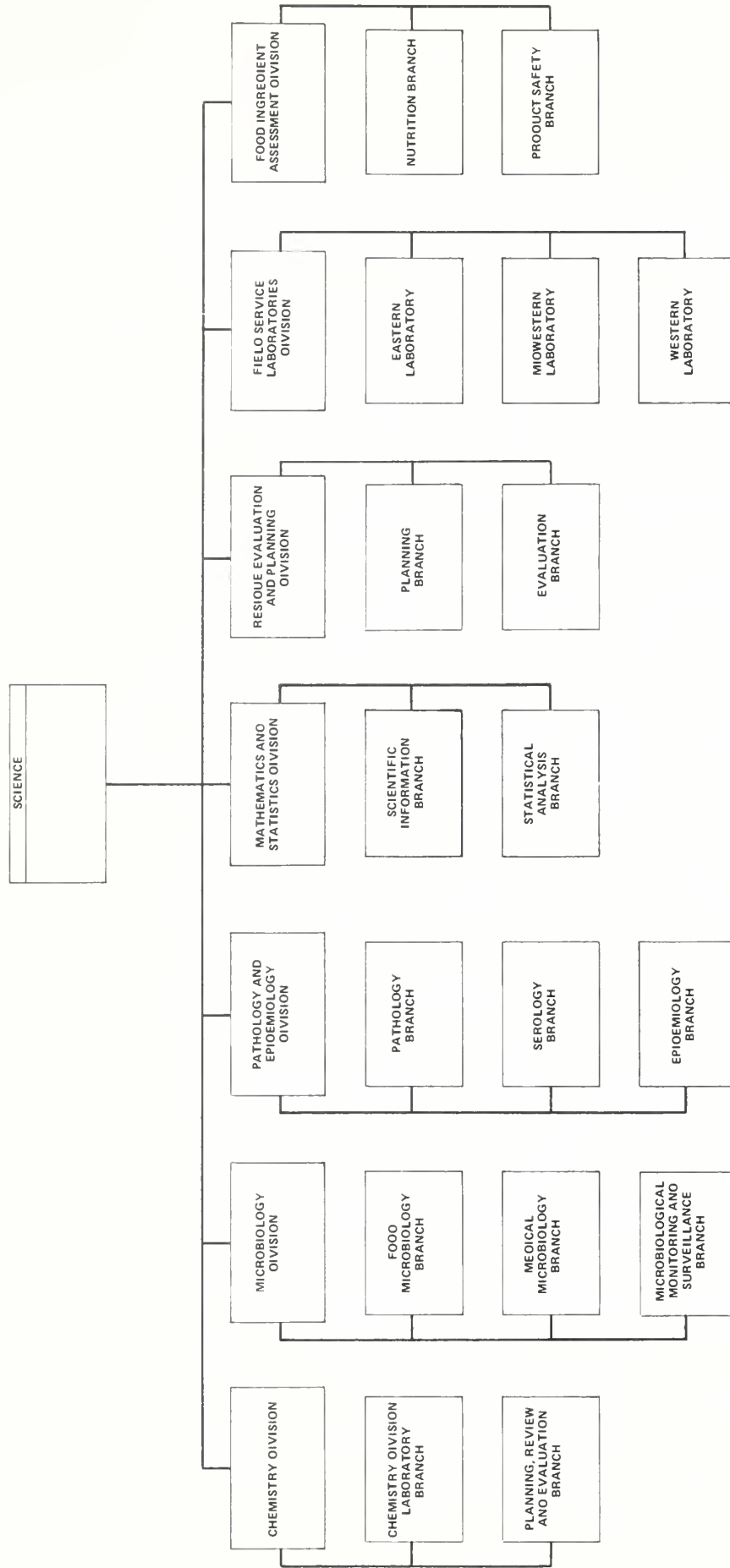
8. Develop new chemical and microbiological methods and improve existing methods.
9. Conduct a comprehensive microbiological monitoring and surveillance program.
10. Coordinate FSIS/ARS research activities for the Agency.
11. Provide administrative, technical, and managerial support for the Science Program.

TABLE 18 - SCIENCE PROGRAM AREA:  
RESOURCES PLANNED FOR FY 1985

Program Activity	FY 1985 Resources			
	Person-Years		Dollars	
	Plan	Percent	Plan (000)	Percent
Office of the Deputy Administrator <u>1/</u>	(10)	--	(441)	--
Administrative Staff <u>1/</u>	(8)	--	(477)	--
Chemistry Division	46	12	2,319	13
Field Service Laboratories Division	194	51	9,980	55
Food Ingredient Assessment Division	33	9	1,107	6
Mathematics and Statistics Division	20	5	1,194	6
Microbiology Division	42	11	1,730	9
Pathology and Epidemiology Division	22	6	1,110	6
Residue Evaluation and Planning Division	21	6	860	5
Total Program Area	378	100	18,300	100

1/ Resources for these support activities are prorated over the resources of the other program area activities in Washington, DC; Beltsville, MD; Athens, GA; St. Louis, MO; and San Francisco, CA.

FOOD SAFETY AND INSPECTION SERVICE  
SCIENCE



The function of Science is to provide scientific guidance and support for FSIS programs; develop and operate a Food Borne Hazard Reporting System; identify, recommend, and coordinate the establishment and conduct of appropriate research projects; operate the FSIS Regulatory Field Service Laboratories; maintain liaison with national and international laboratories; conduct a program, intramurally or through contract(s), of scientific data collection and review; coordinate the establishment of agency nutritional policies; and, approve use of food additives in meat and poultry products.



FY 1985 PROGRAM ACTIVITY PLAN FOR THE  
OFFICE OF DEPUTY ADMINISTRATOR FOR SCIENCE

PROGRAM LEADER: R. E. Engel

ACTIVITY ABSTRACT: This activity provides managerial, staff, and support services for the Science Program. These services include direction and guidance on scientific matters and administrative management support.

- ACTIVITY OBJECTIVES:
1. Carry out a Laboratory Renovation and Safety Program.
    - a. Complete and occupy the new Western Laboratory in Alameda, CA. (II)
    - b. Provide additional environmental controls in the computer room and residue laboratories for the Eastern Laboratory in Athens, GA. (IV)
    - c. Improve building environmental systems, solvent storage facility and loading dock at the Midwestern Laboratory in St. Louis, MO. (IV)
    - d. Make safety and other needed improvements in facilities at Beltsville, MD. (IV)
    - e. Coordinate a laboratory safety education and training program. (Ongoing)
    - f. Revise the Laboratory Safety Manual. (IV)
  2. Coordinate FSIS/ARS research activities for the Agency. (Ongoing)
  3. Provide scientific editorial support for all Science activities. (Ongoing)
  4. Provide opportunities consistent with available funding and personnel ceilings for career advancement of women, minorities and handicapped persons.
    - a. Conduct activities to meet objectives established by the Affirmative Action Plan (AAP) for all major job series. (Ongoing)
    - b. Conduct activities to emphasize Special Hiring programs and training for minorities and women. (Ongoing)

TABLE 19 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
OFFICE OF DEPUTY ADMINISTRATOR FOR SCIENCE

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Renovation and Safety		(1)	(800)
a. - Alameda	III		
b. - Athens	II		
c. - St. Louis	IV		
d. - Beltsville	IV		
e. - Laboratory Education and Training	Ongoing		
f. - Revise Safety Manual	IV		
Objective 2 - FSIS/ARS Research	Ongoing	(1)	(30)
Objective 3 - Editorial Support	Ongoing	(1)	(28)
Objective 4 - EEO Opportunities	Ongoing	(7)	(200)
a. - AAP			
b. - Special Hiring Programs			
TOTAL		(10) <sup>1/</sup>	(1058) <sup>1/</sup>

<sup>1/</sup> All resources for objectives 1, 2, 3 and 4 plus all other support activities of the Office of Deputy Administrator are included in the resources of other Program activities.

FY 1985 PROGRAM ACTIVITY PLAN  
FOR THE CHEMISTRY DIVISION, SCI

ACTIVITY LEADER: R. L. Ellis

PROGRAM ABSTRACT: The Chemistry Division is responsible for developing new and improved analytical chemical methods that are the most economically feasible. These methods increase throughput while providing greater sensitivity and accuracy in determining the presence of environmental contaminants and drug residues. The Division also determines the presence of food additives and nutritional value of meat and poultry products. The impact of this responsibility is both national and international in its scope and significance, since domestic and imported or exported meat and poultry products are analyzed. The Division:

Manages the Accredited Laboratory Program designed to aid the effectiveness of the field inspection program and assure quality and integrity of the results generated through use of private sector laboratories; conducts a quality assurance program to assure continuous acceptable quality of analytical work; develops and evaluates new and ongoing control processes in laboratories.

Participates in reviewing submitted technical information to assess its accuracy and validity. Conducts reviews, and prepares responses for consideration in FSIS policy decisions. Provides professional development and training in existing and newly developed chemical methods and techniques for division personnel and accredited laboratory reviewers, as well as Agency, Federal, industry and foreign analysts.

Fulfills the needs of FSIS, Science, for exceptionally complex analyses and special studies. Participates with FDA to evaluate residue analytical procedures with each New Animal Drug Application (NADA). Analytical methods developed by the Division are subjected to review and interlaboratory studies to assure that the laboratory methods withstand review and challenge from other agencies, industries and consumer-oriented groups before implementation into FSIS residue and food chemistry programs.

Conducts approximately 4,000 highly complex chemical analyses of meat and poultry products.

ACTIVITY OBJECTIVES: 1. Develop analytical methods suitable for the FSIS regulatory program and transfer technology to field laboratories when appropriate.



- a. Complete development of an assay for the analysis of selected carbamate metabolites of aldicarb, carbofuran and benomyl in red meat species (liver) for the Exploratory Program. (III)
- b. Continue and/or complete development of rapid pesticide tests and assess rapid tests for other compounds of interest: pesticides (I); other compounds (IV).
- c. Evaluate the experimental fume hood at the Eastern Laboratory and the use of robotics for automating selected analytical methods, e.g., pentachlorophenol, sulfonamides. (IV)
- d. Initiate development of an assay for the pyrethrins synergist dipropyl isocinchromeronate, an insect repellent, in tissues of red meat species of interest. (IV)
- e. Evaluate technology and continue development of an assay for zearalanone and zeranone in selected tissues of chicken, turkey and red meat species. (IV)
- f. Develop mass spectral confirmations for selected residue compounds and compounds suspected to be unidentifiable analytical responses by present methodology on tissue and species of interest. (Ongoing)
- g. Improve analytical methods for the analysis of domestic and/or imported meat and poultry as requested by the Agency. (Ongoing)

2. Maintain a Laboratory Accreditation Program.

- a. Provide technical liaison for the preaccreditation review of laboratories. (Ongoing)
- b. Arrange for completion of the Accredited Laboratory Operations Manual and provide periodic updates, in accordance with the rulemaking provisions of the Accredited Laboratory Program Docket. (Ongoing)
- c. Provide appropriate training to Laboratory Staff Officers in Accredited Laboratory operations and laboratory review procedures. (Ongoing)
- d. Determine accredited laboratory analytical capability by performing onsite reviews in accordance with standard operating procedures. (Ongoing)

e. Coordinate the Accredited Laboratory Program, including any necessary revision of report forms, determination of accredited laboratory analytical capability, and providing of computer feedback reports. (Ongoing)

f. Revise existing computer support, as necessary, for a more comprehensive evaluation of the Accredited Laboratory Program utilizing MARCIS. (Ongoing)

3. Conduct a Quality Assurance Program.

a. Review Chemistry sections in the three Field Service Laboratories (FSL's) and provide evaluation reports, including any major deviations in methodology. (Ongoing)

b. Review Contract Laboratories and provide evaluation reports, including any major deviations in methodology. (Ongoing)

c. Provide the support for the review of the Agricultural Marketing Service (AMS) Laboratories and provide an evaluation report including any major deviations in methodology. (Ongoing)

d. Publish a comprehensive quarterly quality assurance report to include both residue and food chemistry analyses in FSIS, contract, and accredited laboratories and Quality Assurance (QA) activities that are of a special or intermittent nature. (Quarterly)

e. Operate check sample programs on an ongoing basis for FSIS, contract, AMS, and the Accredited Laboratory Programs to evaluate their overall analytical proficiency. (Ongoing)

f. Define the performance criteria for each analytical method developed as well as for methods used by FSL's that do not have established criteria. (Ongoing)

g. Develop and implement quality assurance plans for new methods as well as existing methods that do not have an established plan. (Ongoing)

h. Revise the Chemistry Laboratory Guidebook and the Chemistry Quality Assurance Handbook to reflect current analytical and quality assurance activities. (Ongoing)

i. Maintain and expand the inventory of drug and chemical reference standards. Report Quarterly. (Ongoing)

- j. Prepare, maintain, and distribute samples for conducting quality assurance, collaborative, validation, qualification and special studies, and methods development activities. (Ongoing)
4. Provide Agency support.
- a. Plan and participate in exploratory programs with other divisions within Science when requested (i.e., carbamates and nitroimidazoles). (Quarterly)
  - b. Coordinate short- and long-term methods development projects with the FSL's to address program objectives. (Quarterly)
  - c. Develop new and maintain existing contacts with foreign governments, other Federal agencies, and institutions concerning analytical methodology. (Quarterly)
  - d. Develop protocols and execute special studies as assigned. (Ongoing)
  - e. Plan and coordinate Chemist-In-Charge (CIC) meetings. (III)
  - f. Prepare Science Program Instructions and Directives relating to the Chemistry Division. (Ongoing)
  - g. Provide consultation and conduct analyses, as required by the Contamination Response System (CRS) and consumer complaints. (Ongoing)
  - h. Develop contracts to investigate residues of interest to the program (i.e., early/late eluters (organohalides), industrial contaminants). (I)
  - i. Continue monitoring ongoing contracts (screening methods for the anabolic steroids and anthelmintic drugs), and monitor additional contracts, as required. (Quarterly)
  - j. Participate in the review of residue control programs in foreign countries. (Ongoing)
5. Coordinate activities for Methods Introduction.
- a. Participate with industry, FDA, EPA and foreign laboratories in the review, collaborative study, and validation of analytical methods. (Ongoing)

- b. Plan and conduct validation and/or collaborative studies for FSIS developed methods. (Ongoing)
- c. Plan and conduct analyst and laboratory qualifications studies. (Ongoing)
- d. Publish results of special studies and analytical methods according to standard operating procedures (SOP). Conduct peer reviews of manuscripts submitted for publication as requested. (Ongoing)
- e. Participate in the technical aspects of developing onsite sulfonamide test kits and descriptive literature for the Residue Avoidance Program, based on recently developed technology. (III)

TABLE 20 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
CHEMISTRY DIVISION, SCI

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Analytical Methods Development		19	840
a. - Carbamates	III		
b. - Rapid Test Methods	I, IV		
c. - Robotics	IV		
d. - Dipropyl Isocinchrotonate	IV		
e. - Zearalanone, Zeranone	IV		
f. - Mass Spectrometry	Ongoing		
g. - Methods Improvement	Ongoing		
Objective 2 - Laboratory Accreditation	Ongoing	5	275
a. - Preaccreditation			
b. - Operation Procedures Review			
c. - Training Review			
d. - Onsite Reviews			
e. - Program Coordination			
f. - Computer Support			
Objective 3 - Quality Assurance (QA)		8	430
a. - FSLD Chemistry Sections	Ongoing		
b. - Contract Laboratories	Ongoing		
c. - AMS Laboratories	Ongoing		
d. - QA Reports	Quarterly		
e. - Check Sample Programs	Ongoing		
f. - Performance Criteria for New Methods	Ongoing		
g. - QA Plans for New Methods	Ongoing		
h. - Chemistry Laboratory Guidebook and QA Handbook	Ongoing		
i. - Drug and Chemical Reference Repository	Ongoing		
j. - Check Sample Preparation	Ongoing		
Objective 4 - Agency Support		7	385
a. - Exploratory Programs	Quarterly		
b. - Methods Development Projects/Studies	Quarterly		
c. - Liaison for Analytical Methodology	Quarterly		
d. - Protocols and Special Studies	Ongoing		
e. - CIC Meeting	III		
f. - Instructions and Directives	Ongoing		
g. - CRS and Consumer Complaint Analyses	Ongoing		
h. - New Contracts	I		
i. - Contract Monitoring for Methods	Quarterly		
j. - Review of Foreign Residue Programs	Ongoing		

TABLE 20 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
CHEMISTRY DIVISION, SCI - Continued

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 5 - Methods Introduction		7	389
a. - Participation in Review, Validation, and Collaborative Studies	Ongoing		
b. - Collaborative and Validation Studies on FSIS Methods	Ongoing		
c. - Analyst and Laboratory Qualification Studies	Ongoing		
d. - Publications	Ongoing		
e. - Test Kits and Literature	III		
TOTAL		46	2,319

FY 1985 PROGRAM ACTIVITY PLAN FOR THE  
FIELD SERVICE LABORATORIES DIVISION, SCI

ACTIVITY LEADER: N. J. Whitney

ACTIVITY ABSTRACT: The Field Service Laboratories Division (FSLD) provides analytical service support in chemistry, microbiology, and pathology. These services are provided by field laboratories located in Athens, Georgia; St. Louis, Missouri; and Alameda, California. FSLD also acquires analytical support through contracts with non-Federal laboratories. The Division:

Provides support in response to the program needs of other Science and FSIS Programs. Conducts chemical analyses which produce data to determine the presence of food additives, environmental and drug contaminants, the nutritional value of meat and poultry products, and economic fraud; provides diagnostic services to identify disease, parasites, and related conditions; conducts microbiological investigations on the quality and safety of meat and poultry products; and provides, upon request of FSIS field staff, technical support in the areas of microbiology and pathology by onsite visits.

Supports a major FSIS monitoring and surveillance program intended to prevent animals and poultry containing illegal drug and chemical residues from entering commerce.

Conducts laboratory analyses on over 40,000 residue samples selected from meat and poultry carcasses at slaughtering plants throughout the country. Analyses approximately 115,000 non-residue samples each year.

- ACTIVITY OBJECTIVES: 1. Continue the Field Service Laboratories (FSL) analytical program. Provide analytical services in the areas of chemistry, microbiology, and pathology supporting the National Residue Program, Contamination Response System, Emergency Programs, and MPI Operations. Manage the non-residue chemistry program carried out by contract laboratories. Conduct laboratory reviews and quality assurance analyses for the Accredited Laboratory Program and countries exporting to the United States.
- a. Conduct special projects requested by other FSIS or USDA programs. (As Requested)
  - b. Provide training to domestic and foreign nationals as required. (As Requested)
  - c. Conduct analyses and field reviews for the Accredited Laboratory Program and countries exporting to the United States. (As Requested)



- d. Provide rapid response analytical services to Emergency Programs, CRS, Compliance and the Office of the Inspector General (OIG). (As Required)
  - e. Provide continuing analyses of meat and poultry and their products as identified in Science's FY 1985 Performance Indicator goals. (Ongoing)
- 2. Implement new analytical methods in collaboration with other Science Program Divisions.
  - a. Develop an equipment situation analysis upon receipt of analytical hardware configuration. (As Available)
  - b. Provide an evaluation of each new method; recommend to the Program Divisions, necessary modifications to meet special environmental needs of each FSL. (As Available)
- 3. Occupy the new Western Laboratory in Alameda, CA.
  - a. Develop the final occupancy plan initiated in FY 1984. (I)
  - b. Assure orderly transition of staff, projects and equipment. (When Facility is Available)
- 4. Implement FSL hardware systems improvements in automated information management systems, analytical automation and robotics. (As Available)

TABLE 21 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
FIELD SERVICE LABORATORIES DIVISION, SCI

Objectives	Completion Schedule (Quarter)	Activity Resources <sup>1/</sup>	
		Person- Years	Dollars (000)
Objective 1 - FSL Analytical Program		194	9,980
a. - Special Projects	As Requested		
b. - Analytical Training	As Requested		
c. - Accredited Laboratory Program Support	As Requested		
d. - Rapid Response Analytical Support	As Required		
e. - Sample Analysis	Ongoing		
Objective 2 - New Methods Implementation and Evaluation	As Available	<u>1/</u>	<u>1/</u>
a. - Equipment Evaluation			
b. - Method Evaluation			
Objective 3 - Occupy Alameda Laboratory		<u>1/</u>	
a. - Develop Final Plan	I		<u>1/</u>
b. - Relocate	As Available		<u>2/</u>
Objective 4 - Automation	As Available	<u>1/</u>	<u>2/</u>
TOTAL		194	9,980

1/ Operational costs and person-years to complete all objectives are included in Objective 1.

2/ Included in resources of all Science programs.

FY 1985 PROGRAM ACTIVITY PLAN FOR THE  
FOOD INGREDIENT ASSESSMENT DIVISION, SCI

ACTIVITY LEADER: D. D. Derr

ACTIVITY ABSTRACT: The Food Ingredient Assessment Division (FIAD) is responsible for providing analytical, consultative, and planning services in the areas of food ingredients, nutrition, and product safety. The impact of the work performed by the Division is national and international in scope and significance, since the evaluations of ingredients, nonfood compounds and packaging materials used in official establishments involve imported, exported, and domestic meat and poultry products. The Division:

Provides management including planning, implementation, data evaluation, and dissemination of information for monitoring programs that assess ingredients and nutrients in meat and poultry products.

Conducts food consumption studies and, with other Science Divisions, conducts evaluations of exposure and estimates of health and safety impacts of food ingredients, additives, and residues.

Coordinates the formulation of FSIS nutrition policy, recommends necessary nutritional and food safety research, and serves as the FSIS information source on nutrition and product safety related subjects.

Develops nutritional and food safety criteria for use in formulating FSIS policy, particularly for meat and poultry products; develops technical information and criteria for methods to be used in the assay of nutrients.

Conducts approximately 10,000 paper evaluations of packaging materials, chemical compounds, and direct and indirect food additives used for foods regulated by FSIS, to determine if they meet established safety requirements. Packaging materials are evaluated both as a service to industry and as a means of verifying manufacturer's written guarantees that packaging materials comply with the Federal Food, Drug, and Cosmetic Act (FFDCA). Evaluation of nonfood compounds and direct and indirect food additives prior to their use is mandatory.

- ACTIVITY OBJECTIVES: 1. Plan and coordinate projects to monitor and assess ingredients, nutrients and other constituents, either added to or naturally present in meat and poultry products.
- a. Coordinate a survey of approximately 10 plants producing mechanically separated (species) [MS(S)] to establish baseline data on product composition. Additional plants will be surveyed in future fiscal years. (IV)

- b. Develop recommendations on use of existing data bases for sodium and potassium contents of meat and poultry products to meet FSIS needs, and on research needed to strengthen those data bases. (IV)
  - c. Coordinate the operation of programs to determine the nutrient content of meat and poultry products, in order to develop data bases for Agency activities such as labeling and quality control programs and to identify emerging trends in changes in nutrient content of meat and poultry products. (Ongoing)
- 2. Serve as a source of information for the Agency on nutrition-related topics; coordinate nutrition-related activities with other Agencies and Departments; and provide nutrition evaluations and clearances to FSIS staff, as needed. (Ongoing)
- 3. Conduct food consumption studies and plan and coordinate health, safety, and exposure assessments of selected components of meat and poultry products.
  - a. Develop consumption studies as required by the Residue Evaluation and Planning Division (REPD). (Ongoing)
  - b. Prepare a supplemental document to the coding manual for the USDA Nationwide Food Consumption Survey (NFCS) listing appropriate summary categories of meat and poultry items. (IV)
- 4. Develop values of protein quality, as determined by animal bioassay, of ingredients used in meat and poultry products.
  - a. Evaluate and prepare preliminary summaries of previously collected data for meat, poultry and dairy based ingredients used in meat and poultry products. (IV)
- 5. Provide paper assessments of additives, packaging materials, and nonfood compounds to determine if they meet established safety requirements for use in the meat and poultry supply. Maintain adequate records and initiate actions necessary to publish the "List of Proprietary Substances and Nonfood Compounds."
  - a. Evaluate proprietary additive mixtures, such as branding inks and smoke flavors, submitted by industry with a 4-week turnaround time. (Ongoing)

- b. Evaluate nonfood compounds submitted by industry with a 6-week turnaround time. (Ongoing)
  - c. Evaluate packaging materials submitted by industry with a 6-week turnaround time. (Ongoing)
  - d. Operate and maintain the automated system to notify approximately 300 firms per quarter of the requirement to review the list of their authorized compounds and advise FSIS of their status. (Quarterly)
- 6. Develop and disseminate information about additives and nonfood compounds. Develop criteria to formulate Agency policy on the use of these products for meat and poultry. (Ongoing)
- 7. Monitor packaging materials to verify manufacturers' guarantees that materials comply with the FFDCA.
  - a. Operate and maintain a monitoring system to verify that materials comply with the FFDCA. (Ongoing)
  - b. Develop criteria to evaluate the monitoring system. (III)
  - c. Evaluate the monitoring system using criteria developed above in plan b. (IV)
- 8. Provide toxicological evaluation of food constituents and nonfood compounds to determine the degree of hazard involved in their intended use. (Ongoing)
- 9. Cooperate with the FSIS training specialists in development of educational material in toxicology to train Agency personnel.
  - a. Prepare toxicological materials for the MPI Training Program. (Quarterly)
  - b. Plan and hold several symposia on topics related to food safety. (Quarterly)

TABLE 22 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
FOOD INGREDIENT ASSESSMENT DIVISION, SCI

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Ingredient Monitoring and Assessment		3	105
a. - Coordinate MS(S) Survey	IV		
b. - Evaluate Sodium Database	IV		
c. - Monitor for Nutrient Content	Ongoing		
Objective 2 - Nutrition Information and Counsel	Ongoing	2	70
Objective 3 - Health and Safety Assessments		2	70
a. - Develop Studies for REPD	Ongoing		
b. - Prepare Summary Codes for NFCS	IV		
Objective 4 - Protein Quality Benchmarks		1	35
a. - Evaluate Collected Data	IV		
Objective 5 - Chemical Safety Assessments		19	617
a. - Evaluate Proprietary Additives	Ongoing		
b. - Evaluate Nonfood Compounds	Ongoing		
c. - Evaluate Packaging Materials	Ongoing		
d. - Maintain Automated Review	Quarterly		
Objective 6 - Additives and Nonfood Compounds Information	Ongoing	2	70
Objective 7 - Packaging Materials Monitoring System		2	70
a. - Verify Guarantees	Ongoing		
b. - Develop Evaluation Criteria	III		
c. - Evaluate System	IV		
Objective 8 - Toxicological Evaluations	Ongoing	1	35
Objective 9 - Toxicological Educational Materials	Quarterly	1	35
a. - Prepare Training Materials			
b. - Conduct Symposia			
TOTAL		33	1,107

FY 1985 PROGRAM ACTIVITY PLAN FOR THE  
MATHEMATICS AND STATISTICS DIVISION, SCI

ACTIVITY LEADER: B. Levy

ACTIVITY ABSTRACT: The Mathematics and Statistics Division (MSD) provides statistical, consulting, analytical and computing services to most major elements of FSIS. It assists in the design of acceptance sampling procedures, Total Quality Control (TQC) verification efforts, the formulation and design of scientific experiments, and field trials. It summarizes collected data and indicates the limits of warranted inference from it. Additionally, the Division provides the Science program with computational support, and participates in the reviews and assessment of scientific studies, performed outside the Program in support of regulatory actions.

- ACTIVITY OBJECTIVES:
1. Provide routine statistical services to operating elements of FSIS, including experimental design for laboratory methods development, design and evaluation of field trials for inspection methods development, and development of acceptance sampling and monitoring procedures for processed products or imports. (Ongoing)
  2. Provide general computing services to Science, including monitoring the Microbiological and Residue Computer Information System (MARCIS) Data base, and computerized sampling requests for various Science efforts. (Ongoing)
  3. Provide training in Information Resources Management (IRM). The Science Executive Team and an Information Management Team will be trained in concepts and procedures pursuant to the implementation of a Science Information System. Areas of special concern such as the use and maintenance of data bases and data quality control will be addressed. (II)
  4. Provide support for implementing the Protein Fat Free (PFF) regulation. Complete the computerization required to support the new (proposed) cured pork regulation. (II)
  5. Provide support for implementing the Accredited Laboratory regulation. Computerize recordkeeping and decision procedures. (II)
  6. Increase the use of graphics in reports:
    - a. Acquire graphics software or hardware. (Ongoing)
    - b. Provide training and supervisory review to encourage applicable use of graphics. (Ongoing)



7. Develop random sampling procedures for MPIO. (IV)
8. Develop guidelines for reporting survey results. A protocol will be developed specifying how results should be described (covering such demands as the population being described, the sampling frame, data gathering procedures, estimation procedures, and reliability of estimates). (IV)

TABLE 23 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
MATHEMATICS AND STATISTICS DIVISION, SCI

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Provide Statistical Services to FSIS	Ongoing	8	511
Objective 2 - Provide Computing Services to the Science Program	Ongoing	7	435
Objective 3 - Provide Training - IRM	II	1	50
Objective 4 - Implement PFF	II	1	50
Objective 5 - Implement Accredited Laboratory Systems	II	1	50
Objective 6 - Increase Graphics a. - Software and Hardware b. - Training and Review	Ongoing	1	50
Objective 7 - Develop Random Sampling Procedures for MPIO	IV	1	48
Objective 8 - Develop Guidelines for Surveys	IV		
TOTAL		20	1,194

FY 1985 PROGRAM ACTIVITY PLAN  
FOR THE MICROBIOLOGY DIVISION, SCI

ACTIVITY LEADER: R. W. Johnston

ACTIVITY ABSTRACT: The Microbiology Division is responsible for development of analytical methods for microbiological and biological applications, for planning programs to monitor and survey meat and poultry for microbiological and biological trends, for assurance of accuracy of microbiological and analytical procedures used in Science laboratories, and for advising FSIS officials of the significance of laboratory results. Microbiological/biological analyses may be pertinent to assessment of food quality, the detection of public health hazards, insect contamination, determination of the efficacy and safety of food additives and the detection of antibiotic residues in excess of legal tolerances. The Division:

Develops economical laboratory screening methods that permit the examination of sample numbers sufficiently large so that even a small number of potentially violative samples will be detected.

Develops or selects laboratory reference methods which will withstand challenges from scientists, industry, and others.

Executes special investigations on process or product safety and quality.

Participates with other units in FSIS and other agencies in the review of submitted technical information so as to advise on the accuracy and validity of such information.

Conducts a Quality Assurance Program for the Microbiology Section in each Science Field Service Laboratory to maintain high standards of accuracy.

Conducts a microbiological monitoring and surveillance program for selected meat and poultry products and assesses the trends for sanitation and potential public health hazards.

Conducts microbiological analyses of approximately 10,000 samples of meat and poultry products.

- ACTIVITY OBJECTIVES: 1. Conduct incidence study for Salmonella in selected tissues of sheep, goats, horses and poultry to determine the use of these tissues as markers for identifying Salmonella infections.
- a. Conduct literature review. (Ongoing)
  - b. Obtain protocol approval. (II)

- c. Analyze samples. (III, IV)
  - d. Submit final report. (I of FY 1986)
- 2. Determine incidence of avian tuberculosis in spent hens. This is a joint project in cooperation with Pathology Branch, Pathology and Epidemiology Division (PED), Science.
  - a. Conduct literature review. (I)
  - b. Obtain protocol approval. (II)
  - c. Analyze samples. (III)
  - d. Submit final report. (IV)
- 3. Determine incidence of avian tuberculosis in old swine at slaughter. This is a joint project in cooperation with Pathology Branch, PED, Science.
  - a. Conduct literature review. (I)
  - b. Obtain protocol approval. (II)
  - c. Analyze samples. (III)
  - d. Submit final report. (IV)
- 4. Develop an Overnight Rapid Beef Identification (ORBIT) type test for field (Compliance/In-Plant) use in identifying poultry species in raw product.
  - a. Develop test. (I)
  - b. Conduct lab/field trials. (II, III)
  - c. Submit final report. (IV)
  - d. Implement in Compliance, MPIO. (II of FY 1986)
- 5. Develop method for detecting chicken species in cooked meat foods for use in FSLD laboratories.
  - a. Select method. (I)
  - b. Prepare anti-cooked chicken sera. (III)
  - c. Conduct trial with cooked product. (IV)
  - d. Submit final report. (I of FY 1986)
- 6. Develop tylosin immunoassay for identifying and quantifying the drug in red meat and poultry tissues and fluids at the FSLD laboratories.

- a. Complete method development. (I)
  - b. Conduct pilot study using incurred residue samples. (II, III)
  - c. Submit final report. (IV)
  - d. Train FSLD personnel and implement at FSLD laboratories. (I of FY 1986)
7. Refine hog feed test to detect .5 parts per million (ppm) Sulfamethazine (SMZ) per gram (gm) feed exclusive of other approved antibiotics swine finishing feeds.
  - a. Conduct literature review. (Ongoing)
  - b. Conduct trial with medicated feeds. (III)
  - c. Submit final report. (IV)
  - d. Provide to agricultural community. (I of FY 1986)
8. Develop laboratory bioidentification method for detecting and confirming .1 ppm tylosin/gm tissue or milliliter (ml) body fluid.
  - a. Develop literature review. (Ongoing)
  - b. Develop method. (III)
  - c. Conduct trial with incurred tissues. (IV)
  - d. Submit final report. (I of FY 1986)
9. Develop a method for recovery of Listeria monocytogenes from meat. In early 1984, L. monocytogenes from commercial milk caused 14 deaths in the Northeast. Due to the bovine origin of this outbreak and the lack of working experience of most laboratories with the organism, a method is advisable.
  - a. Review literature. (I)
  - b. Submit protocol and obtain approval. (II)
  - c. Conduct laboratory trails. (III)
  - d. Submit report. (IV)
10. Develop a method for recovery of Aeromonas hydrophila from meat. Health authorities throughout the world are receiving more and more reports of the involvement of A. hydrophila in human illnesses via protein foods.

Although the major concern is fish, red meats are also involved, thus making methodology important to FSIS preparedness.

- a. Review literature. (I)
  - b. Submit protocol and obtain approval. (II)
  - c. Conduct laboratory trials. (III)
  - d. Submit reports. (IV)
11. Develop laboratory capability for recognition of toxin of A. hydrophila.
- a. Review literature. (I)
  - b. Obtain supplies (toxin-producing strains, cell lines, test animals, etc.,) and acquire skills. (II)
  - c. Conduct laboratory trials. (III)
  - d. Submit report. (IV)
12. Continue development of Enzyme Linked Immunosorbent Assay (ELISA) or devise other antigen-antibody method for Clostridium botulinum toxin A.
- a. Complete any unfinished work on ELISA test. (I)
  - b. Adapt reaction to latex beads for simplicity. (II)
  - c. Evaluate sensitivity in terms of lethal doses in mice. (III)
  - d. Prepare report and recommendations for applications. (IV)
13. Compile data for existing microbiological monitoring and surveillance programs (MMSP).
- a. Species (import). (Quarterly)
  - b. Species (domestic). (Quarterly)
  - c. Salmonella in cooked beef--national monitoring. (Quarterly)
  - d. Salmonella in cooked beef--national surveillance. (Quarterly)
  - e. Antibiotic monitoring. (Quarterly)

14. Initiate and conduct new MMSP programs to be operated by FSLD laboratories.
  - a. Conduct exploratory program (EP) to quantitatively determine total bacterial levels and microbiological quality in:
    - (1) Sliced hams and luncheon loaves prepared from imported canned products. (FY 1988)
    - (2) Imported, frozen cooked beef products. (FY 1988)
  - b. Conduct exploratory programs to determine type, incidence, and significance of extraneous materials in:
    - (1) Ground beef. (FY 1988)
    - (2) Imported boxed beef. (Quarterly)
    - (3) Domestic raw red meat. (FY 1988)
  - c. Conduct exploratory program to quantitatively determine total bacterial levels and Salmonella in mechanically deboned poultry to develop more current data. (FY 1988)
  - d. Conduct exploratory program to quantitate mold spores in unsterilized spices added to meat to assure that spices have been properly stored prior to use. (FY 1988)
  - e. Conduct exploratory program to determine incidence of salmonellae in partially cooked meat and poultry products. (FY 1988)
  - f. Conduct exploratory program to determine total bacterial levels and microbiological quality of cold smoked red meat and poultry products. (FY 1987)
  - g. Begin new monitoring program to determine total bacterial levels and microbiological quality for cooked meat and gravy. (FY 1988)



TABLE 24 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
MICROBIOLOGY DIVISION, SCI

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - <u>Salmonella</u> in Sheep and Goats		2	83
a. - Conduct Literature Review	Ongoing		
b. - Obtain Protocol Approval	II		
c. - Analyse Samples	III, IV		
d. - Submit Final Report	I of FY 1986		
Objective 2 - Avian Tuberculosis in Spent Hens		3	124
a. - Conduct Literature Review	I		
b. - Obtain Protocol Approval	II		
c. - Analyse Samples	III		
d. - Submit Final Report	IV		
Objective 3 - Avian Tuberculosis in Old Swine		2	82
a. - Conduct Literature Review	I		
b. - Obtain Protocol Approval	II		
c. - Analyse Samples	III		
d. - Submit Final Report	IV		
Objective 4 - Poultry ORBIT		2	82
a. - Develop Test	I		
b. - Conduct Lab/Field Trials	II, III		
c. - Submit Final Report	IV		
d. - Implement in Compliance, MPIO	II of FY 1986		
Objective 5 - Species in Cooked Poultry		3	124
a. - Select Method	I		
b. - Prepare Anti-Cooked Chicken Sera	III		
c. - Conduct Trial with Cooked Product	IV		
d. - Submit Final Report	I of FY 1986		
Objective 6 - Tylosin Immunoassay		2	82
a. - Complete Method Development	I		
b. - Conduct Pilot Study	II, III		
c. - Submit Final Report	IV		
d. - Train in FSLD and Implement	I of FY 1986		
Objective 7 - Sulfamethazine in Swine Feed		2	82
a. - Conduct Literature Review	Ongoing		
b. - Conduct Trial with Medicated Feeds	III		
c. - Submit Final Report	IV		
d. - Provide to Agriculture Community	I of FY 1986		

TABLE 24 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
MICROBIOLOGY DIVISION, SCI - Continued

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 8 - Tylosin Swab Test		2	82
a. - Conduct Literature Review	Ongoing		
b. - Develop Method	III		
c. - Conduct Trial with Incurred Tissues	IV		
d. - Submit Final Report	I of FY 1986		
Objective 9 - <u>Listeria monocytogenes</u> Test		2	82
a. - Review Literature	I		
b. - Submit Protocol and Obtain Approval	II		
c. - Conduct Laboratory Trials	III		
d. - Submit Report	IV		
Objective 10 - Aeromonas Isolation		2	82
a. - Review Literature	I		
b. - Submit Protocol and Obtain Approval	II		
c. - Conduct Laboratory Trials	III		
d. - Submit Report	IV		
Objective 11 - Aeromonas Toxin Test		2	82
a. - Review Literature	I		
b. - Obtain Supplies and Acquire Skills	II		
c. - Conduct Laboratory Trials	III		
d. - Submit Report	IV		
Objective 12 - Immunoassay for Botulinum Toxin A		3	124
a. - Complete ELISA Test	I		
b. - Adapt Reaction to Latex Beads	II		
c. - Evaluate Sensitivity	III		
d. - Prepare Report and Recommendations	IV		
Objective 13 - MMSP Reporting (Existing Programs)	Quarterly	3	124
a. - Species (Import)			
b. - Species (Domestic)			
c. - Cooked Beef Monitoring			
d. - Cooked Beef Surveillance			
e. - Antibiotic Monitoring			
Objective 14 - New MMSP Analytical Programs for FSLD Laboratories		12	495
a. - Exploratory Programs (EP)			
(1) Imported Hams and Luncheon Meats	FY 1988		
(2) Imported, Frozen, and Cooked Beef	FY 1988		

TABLE 24 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
MICROBIOLOGY DIVISION, SCI - Continued

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
b. - EP for Extraneous Materials			
(1) Ground Beef	FY 1988		
(2) Imported Boxed Beef	Quarterly		
(3) Domestic Raw Red Meat	FY 1988		
c. - EP for Microbial Levels in MDP	FY 1988		
d. - EP for Mold Spores in Spices	FY 1988		
e. - EP for <u>Salmonella</u> in Partially Cooked Meat and Poultry	FY 1988		
f. - EP for Cold, Smoked Meat	FY 1987		
g. - Monitoring Program for Cooked Meat and Gravy	FY 1988		
TOTAL		42	1,730

FY 1985 PROGRAM ACTIVITY PLAN FOR THE  
PATHOLOGY AND EPIDEMIOLOGY DIVISION, SCI

ACTIVITY LEADER: J. C. Leighty

ACTIVITY ABSTRACT: The Pathology and Epidemiology Division develops the pathology, epidemiology, and serology programs that provide support for meat and poultry inspection and other FSIS activities. The Division:

Investigates food-related conditions potentially hazardous to human and food animal health.

Operates a food-borne hazard control center for receiving reports from Department employees, State health departments, Federal agencies, and the public.

Conducts epidemiological investigations to determine the cause of the food-borne hazards, and recommends preventive measures for the future.

Develops and monitors the operation of a pathology service program for the field program and provides staff services to the national offices.

Develops and presents continuing education programs in pathology, epidemiology, and serology for staff and field veterinarians.

Conducts pathological, epidemiological, and serological studies of infectious and toxic agents associated with food animals and food.

Maintains liaison with State, Federal, and international health agencies related to pathological, epidemiological, and serological matters associated with food hygiene.

Conducts analyses of approximately 6,000 pathological and serological samples of meat and poultry products.

- ACTIVITY OBJECTIVES: 1. Contribute to the development of criteria for the ante-mortem and post-mortem inspection of meat and poultry, and the reinspection and laboratory examination of meat and poultry and related products.
- a. Work with an FSIS committee to re-evaluate and test swine post-mortem (PM) inspection procedures. (Quarterly)

- b. Work with an FSIS committee to re-evaluate and test cattle post-mortem procedures. (Quarterly)
  - c. Participate in national meetings to correlate the criteria for ante-mortem and post-mortem inspection of food animals. (Quarterly)
  - d. Determine the frequency of mycobacteriosis lesions and serotypes in spleens of mature chickens. (I)
  - e. Develop a reference set of normal tissues of each species of food animals for use of Staff and Field Service Pathology Laboratories. (Quarterly)
  - f. Determine frequency of mycobacteriosis lesions and serotypes in swine. (I)
  - g. Develop a procedure for the detection of selected antigens in formalin-fixed tissues by the enzyme labeled antibody technique. (III)
2. Evaluate selected diseases and conditions that affect animals at the time of ante-mortem and post-mortem inspection.
- a. Develop the data required to correlate the presence of toxic pyrrolizidine metabolites in bovine tissues with lesions in the liver. (Quarterly)
  - b. Establish the frequency and significance of all tumors in bovine, porcine, and ovine food animals. (IV of FY 1986)
  - c. Establish the significance of melanotic tumors in the slaughtered swine population in both market hogs and older hogs (breeding sows and boars). (II)
  - d. Determine the frequency, nature and significance of melanotic tumors in slaughtered horses. (II)
  - e. Determine the incidence rate of dermal squamous cell carcinoma in young chickens. (IV)
  - f. Establish the frequency and significance of young turkey spleen and liver lesions preparatory to a possible identification of gross differentiating features. (I)

3. Conduct studies of selected foods associated with health and economic hazards; conduct epidemiological investigations to evaluate, control, and recommend preventative measures for reported health hazards.
  - a. Provide epidemiological investigatory support for the Contamination Response System (CRS). (Quarterly)
  - b. Revise mycobacteriosis monograph based on second review, and submit it to second peer review for their final approval. Prepare in final form. (I)
  - c. Operate a Meatborne Hazard Control Center (MBHCC) for coordinating the reporting, investigation, and control of health hazards involving foods. (Quarterly)
  - d. Provide technical and epidemiological support for the Meat and Poultry Inspection (MPI) Emergency Program. (Quarterly)
  - e. Conduct a survey to determine the prevalence of antibody against Toxoplasma gondii in New England sheep. (II of FY 1986)
  - f. Develop and maintain an automated data system to facilitate epidemiological investigations conducted by the Epidemiology Branch in cooperation with the Residue Evaluation and Planning Division. (Quarterly)
  - g. Develop a background paper on chlamydiosis. (I)
  - h. Upgrade MBHCC reporting system and data base for improved information collection, storage, analysis, retrieval and dissemination. (Quarterly)
4. Plan, assist, and evaluate the programs for the Pathology Section of each Field Service Laboratory that provides diagnostic pathology services to field veterinarians.
  - a. Identify technical needs of the laboratories and develop recommendations for changes in methods, reagents, equipment, and facilities to meet needs. (IV)
  - b. Conduct one national pathology meeting for the training of pathologists and regional ante-mortem and post-mortem inspection specialists, the identification of inspection problems, and the coordination of laboratory programs. (IV)

- c. Conduct an onsite technical review of each of three field pathology sections to identify and assist with problems and assure that activities are directed toward national program goals. (IV)
- 5. Develop continuing education programs for field veterinarians in pathology, epidemiology, serology, and related veterinary sciences. Prepare textual material on selected diseases of food animals to be distributed to field veterinarians. (Quarterly)
- 6. Develop serological tests for selected infectious and toxic agents, and adulterants, associated with food.
  - a. Direct the activities of contractors who are developing basic testing systems, procedures, or reagents for the performance of selected serological tests. (Quarterly)
  - b. Develop a combination toxoplasmosis-trichinellosis enzyme immunoassay (EIA) using a commercially available toxoplasmosis antigen. This project will begin after the EIA system for trichinae is proven and transferred to other users. (III)
  - c. Develop a rapid, on-site immunological testing system for bovine cysticercosis. (II)
  - d. Provide planning and consultative support to industry-State-Federal trichinosis control programs. (Quarterly)
- 7. Provide consultation, develop methods, and prepare scientific background information for problem solving and policy development purposes of national offices. (Quarterly)



TABLE 25 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
PATHOLOGY AND EPIDEMIOLOGY DIVISION, SCI

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Inspection Criteria		3	150
a. - Swine PM Committee	Quarterly		
b. - Cattle PM Committee	Quarterly		
c. - Inspection Correlation Meeting	Quarterly		
d. - Poultry Mycobacteriosis	I		
e. - Reference Tissues	Quarterly		
f. - Swine Mycobacteriosis	I		
g. - Antigen Detection Procedure	III		
Objective 2 - Disease Evaluation		5	255
a. - Pyrrolizidine Study	Quarterly		
b. - Tumors-Multiple Species	IV of FY 1986		
c. - Swine Melanotic Tumors	II		
d. - Equine Melanotic Tumors	II		
e. - Dermal Carcinoma	IV		
f. - Turkey Liver Lesions	I		
Objective 3 - Epidemiological Studies and Support		5	255
a. - Support - CRS	Quarterly		
b. - Mycobacteriosis Monograph	I		
c. - Meatborne Hazard Control Center	Quarterly		
d. - Support - MPIO, Emergency Programs	Quarterly		
e. - <u>T. Gondii</u> in N.E. Sheep	II of FY 1986		
f. - <u>Support</u> - Residue Evaluation	Quarterly		
g. - Chlamydiosis Paper	I		
h. - MBHCC Data Handling	Quarterly		
Objective 4 - Pathology Program	IV	2	100
a. - Program Planning			
b. - National Meeting			
c. - Onsite Program Reviews			
Objective 5 - Continuing Education	Quarterly	1	50
Objective 6 - Serological Test Development		6	300
a. - Contracts	Quarterly		
b. - Toxo-Trich EIA	III		
c. - Bovine Cysticercosis	II		
d. - Trichinosis Control	Quarterly		
Objective 7 - Consultation	Quarterly	—	—
TOTAL		22	1,110

FY 1985 PROGRAM ACTIVITY PLAN FOR THE  
RESIDUE EVALUATION AND PLANNING DIVISION, SCI

ACTIVITY LEADER: J. E. Spaulding

ACTIVITY ABSTRACT: The Residue Evaluation and Planning Division is responsible for developing an overall approach to control residues occurring in the meat and poultry supply so that the incidence and levels of toxic compounds present are held to the absolute minimum. The control of substances which can result in residues entering the production chain and the detection of residues at the time of inspection is an essential part of the total inspection efforts to eliminate adulteration in the meat supply. The Division:

Plans domestic and import residue monitoring and surveillance programs to detect the presence and extent of contaminating residues in meat and poultry.

Encourages residue control programs within States and private industries, both on a cooperative and on an independent basis, and interacts with other Federal agencies in development of programs to control contaminating residues in meat and poultry.

Evaluates residue control programs of foreign countries. Compares foreign data with USDA Port of Entry (POE) sampling program results. Adjusts POE sampling based on an onsite evaluation of foreign countries.

Participates with Extension Service and professional organizations to increase producer awareness of the need to include consideration of residue control in their management programs.

ACTIVITY OBJECTIVES: 1. Plan and coordinate the functions of the national residue program for control of contaminating residues in meat and poultry and related products.

a. Hold two meetings of the Surveillance Advisory Team to assure that the FSIS residue program includes specific compounds of interest to FDA and EPA. Minutes will include documentation of recommendations and actions taken. (II, IV)

b. Plan and coordinate the FSIS residue monitoring and surveillance programs, including the design of exploratory surveillance programs. Prepare a detailed annual plan and associated documentation of rationale for FY 1986. (IV)

c. Publish the FY 1985 Annual Residue Plan (I)

- d. Implement the 1985 Annual Residue Plan through submission of detailed monthly plans, providing necessary adjustment to meet objectives. (Ongoing)
  - e. Assist Regulations Division on policy documents and guidelines concerning the residue monitoring and surveillance program and interagency program coordination. Prepare Science Program instructions and directives relating to the Residue Division, as needed. (Ongoing)
  - f. Participate in the Contamination Response System (CRS) in support of FSIS. (Ongoing)
2. Support FSIS efforts to control contaminating residues in imported meat and poultry products.
- a. Continue to distribute basic information on agricultural production practices for meat and poultry production in the United States to serve as an example of information desired from foreign countries. (Ongoing)
  - b. Review residue programs in 4-8 foreign countries to determine how all facets of their drug, pesticide, and animal testing programs interrelate. (I, II, III)
  - c. Participate in international activities which have impacts on FSIS residue programs. (Ongoing)
  - d. Assist International Programs in generating U.S. residue data and meeting testing requirements of importing countries. (Ongoing)
3. Continue development of the Residue Avoidance Program (RAP).
- a. Coordinate with Extension Service in the review and selection of projects for funding; review progress reports, data and information developed; and provide technical input regarding program direction. (Ongoing)
  - b. Coordinate with the Extension Service to disseminate educational materials and project data for use by producers. (Ongoing)
4. Manage the Cooperative Residue Program.
- a. Conduct onsite operation reviews of "in-force" agreements to update information on the activities and their effectiveness in enhancing product quality for the consumer. (IV)

- b. Assist companies in designing residue programs and developing cooperative agreements. (Ongoing)
- 5. Compile and evaluate data with associated facts to continue development of a "systems" approach to residue control. This information is used for program guidance and risk management.
  - a. Revise and publish the "FSIS Compound Evaluation and Analytical Capability Document." (II)
  - b. Prepare and submit an annual report on the results from the 1984 National Residue Program. (IV)
  - c. Add high priority compounds to Phases I and II of the Compendium of compounds which may occur as residues in the meat and poultry supply. (Ongoing)
  - d. Evaluate options (i.e., publish) for distributing the Compendium and making it accessible to users. (IV)
  - e. Develop protocols for special studies and evaluate results. (Ongoing)

TABLE 26 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
RESIDUE EVALUATION AND PLANNING DIVISION, SCI

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Residue Operations		7	287
a. - Surveillance Advisory Team	II,IV		
b. - Preparation of FY 1986 Annual Plan	IV		
c. - Publishing of FY 1985 Annual Plan	I		
d. - Monthly Plan	Ongoing		
e. - Policy Documents and Residue Guidelines	Ongoing		
f. - Support for CRS	Ongoing		
Objective 2 - International Program		3	123
a. - U.S. Production Practices Information	Ongoing		
b. - Onsite Review in 4-8 Countries	I,II,III		
c. - International Activities	Ongoing		
d. - Support to Export Division, IP	Ongoing		
Objective 3 - Residue Avoidance Program	Ongoing	5	205
a. - Extension Service Coordination			
b. - Disseminate Project Data			
Objective 4 - Cooperative Residue Program		3	123
a. - Conduct Onsite Reviews	IV		
b. - New Cooperative Agreements	Ongoing		
Objective 5 - Data Evaluation		3	122
a. - Priority/Capability Document	II		
b. - Annual Report on 1984 Residue Program	IV		
c. - Additional Compounds in Compendium	Ongoing		
d. - Distribution of Compendium	IV		
e. - Special Studies	Ongoing		
TOTAL		21	860

FY 1985 PROGRAM AREA PLAN  
FOR ADMINISTRATIVE MANAGEMENT

PROGRAM LEADER: J. A. Powers

PROGRAM ABSTRACT: The Administrative Management Program area is responsible for providing administrative management services to meet FSIS needs. This program area participates with the Administrator in the planning and formulation of policies and programs for the effective direction of FSIS programs, and with other components of FSIS in developing and reviewing policy and procedures relating to FSIS programs. Additionally, Administrative Management provides all organizational segments of FSIS with a variety of administrative management services. These services include budget formulation, presentation and execution; financial analysis; personnel administration and resource management; organizational review, analysis and response; Agency information access and control; management of material procurement, real and personal property and office services; and labor management relations.

This program area executes cooperative agreements and Master Memoranda of Understanding for all agreements between FSIS and other agencies and all servicing agreements. Also, Administrative Management implements national, Department, and FSIS administrative management policies, program goals, and objectives. Administrative Management also coordinates activities and provides leadership, assistance, guidance, and expertise in the implementation of the Equal Employment Opportunity Program.

PROGRAM GOALS:

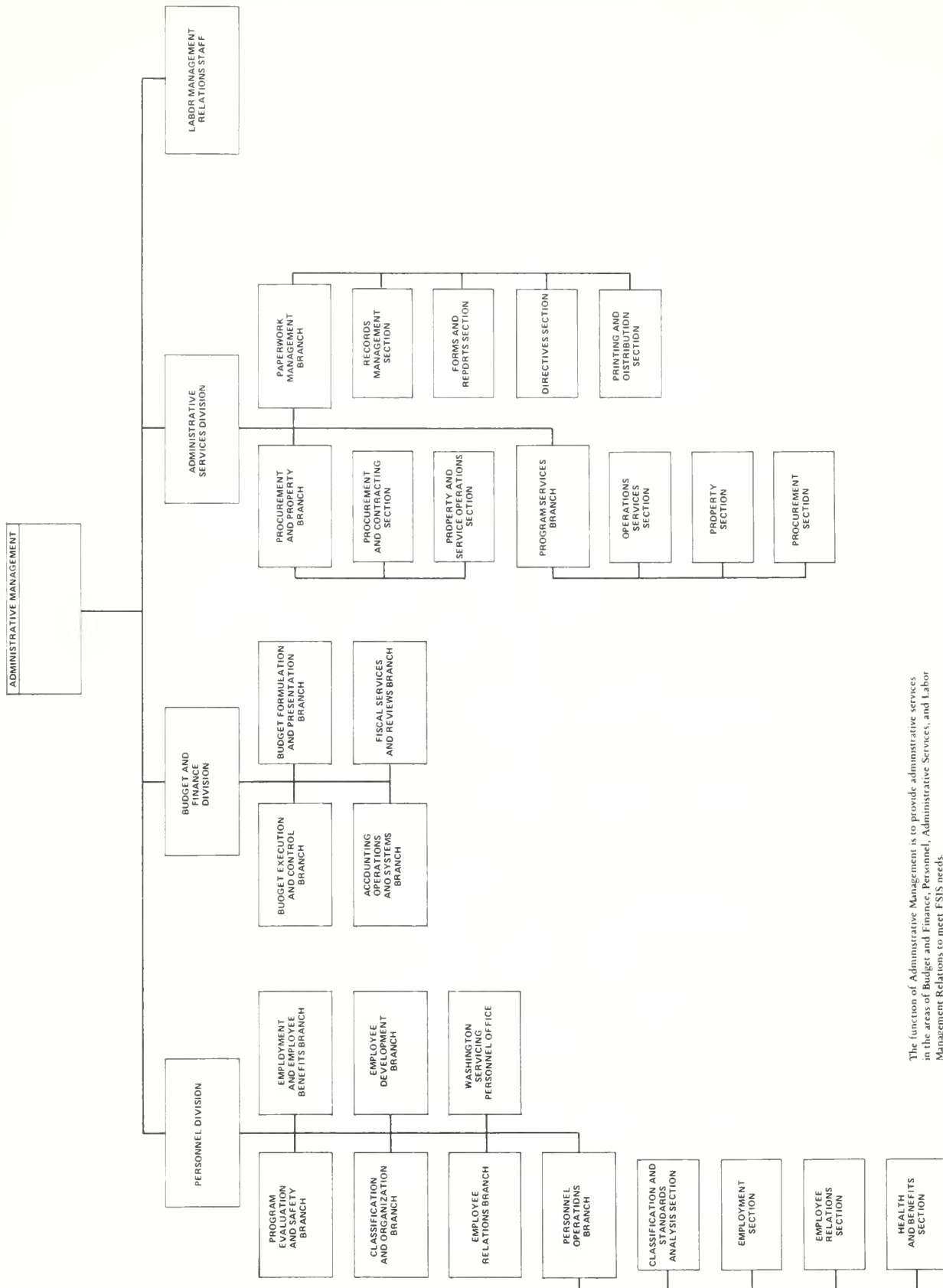
1. Present and justify the Agency's FY 1986 budget and formulation of the FY 1987 budget to the Department, OMB, and Congress.
2. Operate the budget execution for the Agency's financial resources and funds control.
3. Provide accounting system and procedures for improving FSIS financial management. Increase the economy, efficiency, and effectiveness of Agency accounting-related operations.
4. Procure required equipment, supplies, and services in a timely and cost-efficient manner.
5. Maintain a successful and effective labor management program.
6. Operate an effective personnel management system, including the development and implementation of an aggressive affirmative action plan.

TABLE 27 - ADMINISTRATIVE MANAGEMENT PROGRAM AREA:  
RESOURCES PLANNED FOR FY 1985

Program Activity	FY 1985 Resources			
	Person-Years		Dollars	
	Plan	Percent	Plan (000)	Percent
Office of the Administrator	11	4	534	5
Office of the Deputy Administrator	4	2	251	2
Administrative Services Division	77	30	2,907	27
Budget and Finance Division	44	18	1,613	15
Personnel Division	113	44	5,144	48
Labor Management Relations Staff	6	2	278	3
Central Support	25	-	16,125 <sup>1/</sup>	-
Total Program Area	280	100	26,852	100

<sup>1/</sup> Resources are for Agencywide use; thus, they are not prorated among activities.





The function of Administrative Management is to provide administrative services in the areas of Budget and Finance, Personnel, Administrative Services, and Labor Management Relations to meet FSIS needs.

SUPERSEDES OCTOBER 25, 1982 CHART



FY 1985 PROGRAM ACTIVITY PLAN FOR THE  
ADMINISTRATIVE SERVICES DIVISION

ACTIVITY LEADER: O. V. Cummings, Jr.

ACTIVITY ABSTRACT: The Administrative Services Division (ASD) provides a variety of administrative support services to the FSIS program and management divisions. These services include technical assistance in developing specifications and requirements for construction, service, and equipment contracts, and interpretation of the standards for the procurement of materials and supply items. The searching out and awarding of contracts to small and minority contractors receives special emphasis. ASD is also responsible for the Agencywide property management system, and for headquarters level messenger, supply, and labor support.

ASD formulates plans, policies, and procedures for records and correspondence management, as well as forms and reports management. The establishment and maintenance of an effective directive issuance system for FSIS is another Division responsibility. Additionally, ASD develops plans, policies, and procedures governing the Agency's printing, binding, and distribution systems, and tracks postage costs and other related data to meet postal requirements.

ACTIVITY OBJECTIVES: 1. Procure required equipment, supplies, and services in a timely and cost effective manner, giving special emphasis to the procurement preference programs.

a. Meet the agreed to goals of the procurement preference programs as follows: (IV)

33.0 percent of prime contract dollars to small business

11.5 percent of all procurement to 8a firms

2.5 percent of prime contract dollars to small and disadvantaged firms

2.0 percent of all procurement dollars to women owned firms

4.5 percent of prime contract dollars to labor surplus areas

b. Process all program requests for goods and services in a timely manner compatible with good procurement practices. (IV)

c. Develop a competent contract source and distribution system for new rapid screening tests for various compounds. (IV)

- d. Complete the building renovation and installation of laboratory equipment at the new Western Area Science Laboratory. Ensure an effective and efficient relocation of the present laboratory from San Francisco to Alameda, CA. (IV)
- 2. Maintain an effective personal and real property management control system.
  - a. Continue to maintain the FSIS property systems by updating information as required. Work with the Department and National Finance Center (NFC) to establish an effective relationship to improve the FSIS property systems so that acceptable reports and inventories can be produced. (IV)
  - b. Continue work with the Department to increase the effectiveness of the Centralized Excess Property Operations (CEPO). This will permit FSIS furniture, office equipment, and communications equipment needs to be satisfied in the most efficient, cost effective manner. (IV)
  - c. Maintain the automated data system to track Agency-leased vehicles from GSA. The purpose of the rental system will be to control accident costs plus improve utilization. (IV)
  - d. Provide effective space management services to Agency personnel at headquarters and in the field. Coordinate ASD activities with the Contamination Response System groups as required. (IV)
  - e. Provide professional energy conservation and safety engineering service to the Science Program Laboratory at Alameda, California. (IV)
  - f. Provide professional architectural engineering service to renovate space for the Western Service Laboratory at Alameda, CA. (IV)
  - g. Implement the Computerized Inventory Bar Coding System throughout the entire Science Program and other FSIS programs, as appropriate. (IV)

- h. Continue to evaluate all FSIS field activity space requirements and develop a systematic approach to reducing space utilization rates to maintain the 135 square feet per person. Reclassify space improperly billed under the Federal Building Fund, where appropriate. (IV)
      - i. Design a telecommunications system to meet the particular needs of the new Science Laboratory, Alameda, CA. (IV)
- 3. Provide effective mail, supply, messenger, and laborer services.
  - a. Improve turn-around time in responding to headquarters and field personnel requests for administrative support. (IV)
  - b. Cooperate with the Department in the operation of the Central Receiving and Shipping Programs. (IV)
  - c. Continue to implement and seek improvements in postage metered mail system as a cost savings management initiative. (IV)
- 4. Provide technical guidance, direction, and support to FSIS field activities.
  - a. Conduct a minimum of 25 field reviews of administrative support activities to assure compliance with established procedures. (IV)
  - b. Respond to all requests for guidance and direction in administrative matters and, when required, provide onsite assistance. (IV)
  - c. Provide formal on-the-job training in procurement and property management activities for field administrative support personnel. (IV)
- 5. Maintain an effective and supportive paperwork management system.
  - a. Improve Agency mail accountability procedures. Conduct two mail volume surveys to determine postage liability. (IV)
  - b. Conduct four (4) field reviews of paperwork activities to assure compliance with established procedures. (IV)

- c. Conduct Agencywide records management program in accordance with National Archives and Records Service (NARS) guidelines. (IV)
  - d. Conduct feasibility study of exempting meat and poultry inspectors/officials establishments from participation in mail volume surveys. (IV)
  - e. Conduct a minimum of two training workshops in writing and editing Agency directives. (IV)
  - f. Participate with the Department and OMB on the Information Collection Budget man-hour burden on the private sector. (IV)
6. Provide forms design and printing service to meet program needs.
- a. Provide forms design and analyses to meet Agency needs. (IV)
  - b. Provide printing services to meet Agency needs. (IV)

TABLE 28 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
ADMINISTRATIVE SERVICES DIVISION, AM

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Procure Equipment, Supplies and Services	IV	9	340
a. - Procurement			
b. - Process Program Requests			
c. - Meat Product Specimen Container Contract			
d. - Renovation of Western Laboratory			
Objective 2 - Maintain Control System	IV	17	642
a. - Control System			
b. - Centralized Excess Property Operation			
c. - Leased Vehicles			
d. - Space Management			
e. - Information System			
f. - Energy Conservation and Safety Engineering			
g. - Architectural Engineering Services			
h. - Inventory Management Bar Coding System			
i. - Evaluation of Field Space Requirements			
j. - Telecommunications			
Objective 3 - Provide Services	IV	15	566
a. - Administrative Support			
b. - Central Receiving and Shipping Programs			
c. - Meter Mail Pilot Test			
Objective 4 - Support to FSIS Field Activities	IV	9	340
a. - Field Reviews			
b. - Guidance and Assistance			
c. - On-the-Job Training			
Objective 5 - Paperwork Management Program	IV	11	415
a. - Mail Accountability			
b. - Field Reviews			
c. - Records Management Program			
d. - Establishment Postage Study			
e. - Editor/Writer Workshops			
f. - Information Collection Budget			



TABLE 28 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
ADMINISTRATIVE SERVICES DIVISION, AM - Continued

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 6 - Provide Forms, Design, and Printing	IV	16	604
a. - Forms Design and Analysis			
b. - Process Printing Requests			
TOTAL		77	2,907

FY 1985 PROGRAM ACTIVITY PLAN FOR THE  
BUDGET AND FINANCE DIVISION, AM

ACTIVITY LEADER: W. L. West

ACTIVITY ABSTRACT: The Budget and Finance Division is responsible for: (1) the guidance, direction, and coordination of the Agency budget; (2) planning and forecasting resource needs, utilization and allocations, and; (3) evaluation of the processes necessary to meet external requirements. This includes all phases of budgeting: formulation, presentation, justification, and execution. Division functions include establishing program objectives, quarterly milestones, annual budget targets and developing annual travel plans and other operational and/or technical plans. Another function includes tracking, reviewing, and evaluating the program budget progress on a continuing basis to identify trends and potential and actual problems.

ACTIVITY OBJECTIVES: 1. Present and justify the Agency's FY 1986 budget.

a. Present the FY 1986 budget to Department officials, OMB, and Congress. Prepare and submit required budget schedules to the Department, OMB, and Congress in the form of the President's Budget. Coordinate the development of two Opening Statements and the presentation of the FY 1986 budget to Congress. (II)

b. Justify the FY 1986 budget to the Department, OMB, and Congress. Review and implement the Department and OMB marks, prepare briefings on the impact of these marks, and when necessary, prepare data for appeal of the allowances. Prepare briefing materials to prepare witnesses for congressional hearings. Coordinate the editing of congressional transcripts and assist in developing answers to congressional questions for the hearing record. (III)

2. Formulate the FY 1987 budget estimates.

a. Agency estimates. Issue call for program estimates to program and administrative managers. Request that program units develop, propose, and submit major budget initiatives for FY 1987. Receive estimates from the program and administrative staffs and review budgetary needs for FY 1987. Prepare materials to allow review and evaluation of changes. Coordinate Agency plans for FY 1987 and prepare legislative and program alternatives for presentation

to the Assistant Secretary. Prepare supporting material for submission through the Assistant Secretary to the Department in early July. Prepare visuals with supporting material for formal presentation of the budget before the Departmental Review Board. (II)

b. Department estimates. Prepare material supporting the Agency estimates for review by Department budget and administrative officers. Revise Agency estimates to conform with the Department mark. Prepare additional materials for submission of the FSIS budget to OMB. (IV)

3. Operate budget execution for the Agency's financial and personnel resources and improve the fund control system.

a. Develop target allowances for each organization based on anticipated availability. Issue call for operating plans from program and administrative managers. Receive and review operating plan submissions for the program and administrative staffs. Develop and implement overall Agency resource operating plans. Assist in the development, review, and implementation of annual operating plans for Agency suborganizations. Make recommendations for revising and assist in implementing revisions to financial operating plans. (I)

b. Control the Agency budget. Report overall use of planned funds to the Department by means of Agency apportionment schedules, as required. Prepare and issue allotment schedules and target allocations, and ceilings, as required, for internal Agency resource control. Monitor use of resources for purposes specifically restricted by Appropriations Act language. (II)

c. Prepare the primary indepth status of funds analysis of utilization relative to total availability and operating plans for the following organizational components: Administrative Management (including Central Support), Technical Services, Review and Evaluation, and International Programs. Prepare and present periodic status reports to Agency managers. (Ongoing)

d. Monitor and keep Agency management informed of status of funds authorization and utilization relative to total Agency availability and operating plans. Prepare and present periodic reports to the

Administrator, Associate Administrator, Deputy Administrators, and other Agency managers on the status of funds authorization and utilization. (As Scheduled)

e. Prepare budget schedules and supporting data and documentation for Agency budget request. (I)

f. Analyze and evaluate the form and content of the monthly, quarterly, and end-of-year external reports generated from the accounting system operated for the Agency by the National Finance Center, and make recommendations, as needed, for new or revised reports of summaries, which will improve and enhance budget execution and control functions. (Ongoing)

g. Initiate periodic analyses and reviews, as needed, to determine trends in resource utilization (i.e., Agency use of other than full-time permanent positions, details, change of station, overtime, etc.). (Ongoing)

4. Provide technical assistance and guidance on interpretations of laws, regulations, decisions, and policies, and relating to fiscal matters and activities.

a. Provide assistance on travel inquiries and review travel authorizations, domestic and foreign, for compliance with applicable regulations and recommend approval. Perform liaison functions with the Foreign Agricultural Service on foreign travel matters. (Ongoing)

b. Review all tort and civilian employees claims for appropriateness and proper documentation before forwarding them to the Office of the General Counsel for settlement. Process requests for waivers of overpayment of pay. (Ongoing)

c. Prepare and issue fiscal directives and notices to provide for new and/or revised policies and procedures. (Ongoing)

d. Provide technical consultation and guidance to program officials on financial policies and procedures. (Ongoing)

5. Interface with the Centralized Accounting System (CAS), National Finance Center (NFC), by serving as focal point for the receipt and processing of all miscellaneous payment and collection functions not performed by NFC.
  - a. Perform voucher examination functions and certify miscellaneous invoices for payment and collections for deposit through NFC. Verify Miscellaneous Payment System Voucher Adjustments (AD-757) and Transfer and Adjustments Vouchers (AD-742) for field offices and other programs, then forward them to NFC for input into the CAS. (Ongoing)
  - b. Update the centralized accounting system at the end of each accounting period with estimates of all miscellaneous unpaid accrued obligations. (Ongoing)
  - c. Administer the Letter of Credit program through the Treasury Regional Disbursing Offices for financing States' costs under the Meat and Poultry Inspection cooperative program. (Ongoing)
  - d. Analyze internal and external accounting reports for reasonableness and resolve accounting problems through NFC. (Ongoing)
  - e. Perform cash verifications and audits of the Agency's imprest fund activities. (Ongoing)
6. Provide accounting system and procedures for FSIS Financial Management. Increase the economy, efficiency, and effectiveness of Agency accounting related operations.
  - a. Maintain the Agency's accounting system. Conduct approximately 12 site visits to the National Finance Center to perform a preliminary review of the accounting reports. Work with NFC staff in resolving problems with the accounting system and report on status of such problems to Agency management. (Ongoing)
  - b. Develop specifications for financial systems with the parameters of the Centralized Accounting and related feeder subsystems at NFC. Coordinate implementation and modifications with the appropriate program office and with NFC. (Ongoing)
  - c. Prepare and issue fiscal directives and notices to provide for new and/or revised accounting systems and operations. (Ongoing)

7. Support FSIS financial management through the conduct of evaluations, field reviews, negotiations of indirect cost rates, resolution of fiscal audit exceptions, participation in Department and Governmentwide financial initiatives, and performance of special projects.
  - a. Perform evaluations such as vulnerability assessments and internal control reviews, which are required by the Federal managers' Financial Integrity Act of 1982. Identify internal control deficiencies and recommend corrective actions. (Ongoing)
  - b. Conduct field reviews of eight State organizations cooperating in the Federal-State Meat and Poultry Inspection Program. Monitor Letter-of-Credit funding activities. Negotiate approximately 30 indirect cost rates for State grantee organizations for which FSIS acts as the cognizant Federal Agency. (Ongoing)
  - c. Review, analyze, and resolve fiscal audit exceptions contained in Office of the Inspector General (OIG) audit reports, within 45 days of receipt. (Ongoing)
8. Provide miscellaneous other budget and finance services. This includes: costing out legislation, GAO responses, congressional inquiries and special reports and analyses, and participation in Reform 88 initiatives. (Ongoing)



TABLE 29 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
BUDGET AND FINANCE DIVISION, AM

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - FY 1986 Agency Budget		5	183
a. - Presentation	II		
b. - Justification	III		
Objective 2 - FY 1987 Budget Estimates		4	147
a. - Agency Estimates	II		
b. - Department Estimates	IV		
Objective 3 - Budget Execution		13	477
a. - Financial Plans	I		
b. - Funds Control	II		
c. - Program Status Reports	Ongoing		
d. - Status of Funds Reports	As Scheduled		
e. - Budget Schedules	I		
f. - Accounting Reports	Ongoing		
g. - Determine Trends in Resource Utilization	Ongoing		
Objective 4 - Fiscal Services	Ongoing	4	147
a. - Travel Policy			
b. - Tort/Civilian Claims and Waivers of Overpayments of Pay			
c. - Directives and Notices			
d. - Technical Assistance and Guidance			
Objective 5 - Accounting Operations	Ongoing	3	110
a. - Miscellaneous Payments and Collections			
b. - Update Central Accounting System			
c. - Letter of Credit Cooperative Programs			
d. - Internal and External Report Analysis			
e. - Imprest Fund			
Objective 6 - Accounting Systems	Ongoing	8	293
a. - NFC Liaison			
b. - System Specifications and Implementation			
c. - Directives and Notices			



TABLE 29 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
BUDGET AND FINANCE DIVISION, AM - Continued

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 7 - Evaluations and Reviews	Ongoing	6	220
a. - Internal Control Evaluations			
b. - Onsite Visits and Indirect Cost Rate Negotiations			
c. - Fiscal Audit Exceptions			
Objective 8 - Miscellaneous	Ongoing	<u>1</u>	<u>36</u>
TOTAL		44	1,613

FY 1985 PROGRAM ACTIVITY PLAN  
FOR THE PERSONNEL DIVISION, AM

ACTIVITY LEADER: W. J. Hudnall

ACTIVITY ABSTRACT: The Personnel Division aids FSIS management officials in achieving effective personnel management as part of their overall management responsibility. Support includes: planning, staff leadership, operation of the personnel management system, and assistance in a variety of areas. These areas include: organization, position management, position classification, and pay administration; minority recruitment, recruitment and placement; safety; employee development and training with respect to executive and managerial development, supervisory training, administrative and clerical training and related activities; and employee relations.

- ACTIVITY OBJECTIVES:
1. Plan, coordinate, and direct the Agency Classification, Organization and Position Management and Pay Administration Program.
    - a. Manage the Agency classification and pay program through the development and maintenance of policies and procedures related to the implementation of new classification standards; the conduct of position maintenance reviews; and the adjudication of classification appeals. (IV)
    - b. Manage the Agency position management and organization programs through the development and maintenance of policies and procedures related to the administration of the Senior Level Position Management Committee, review of average grade trends; cyclical review and update of Agency functional statements and senior level staffing pattern; and the conduct of organizational and position management studies. (IV)
    - c. Develop and maintain policies and procedures and provide assistance to Agency management in the areas of leave administration; hours of work and overtime pay administration of Title 5 and the Fair Labor Standards Act (FLSA); and the timely processing of garnishment cases. (IV)
  2. Plan and direct the Agency Employment and Employee Benefits Program.
    - a. Coordinate the Agency staffing, recruitment, and special emphasis programs. (IV)

- b. Develop and maintain policies and procedures and provide assistance to Agency management in the areas of merit promotion and job evaluation. (IV)
  - c. Provide guidance, direction, and assistance on the SES, GM, and GS performance appraisal systems. (IV)
  - d. Coordinate the Agencywide employee benefits programs and administer the security program including the issuance of sensitive position listing (SPL) and compliance with the National Security Decision Directive #84. (IV)
3. Plan and direct Agency Employee Development Program.
- a. Establish an FSIS Employee Development Training Center using our new Auditors Building facilities. The Center will be the management site for all FSIS professional development programs such as Executive Development, Senior Staff Officer, Career Development for Women, the Agency's Integrity Program, and the Adult Basic Education Program. (IV)
  - b. Conduct special training and development courses including the nationwide Adult Basic Education Program, the Goddard Quality Control Program, the Ethics and Conduct media-based program, The Executive Staff Officer Program, and Equal Employment Opportunity training, including the College Study Program. (IV)
  - c. Develop and administer a comprehensive continuing education program. (IV)
  - d. Conduct remote site training through satellite video technology. (IV)
  - e. Develop and conduct onsite computer familiarization training for the Senior Executive Service and top management. (IV)
  - f. Research and develop new training programs and conduct extensive evaluation of present and future training needs. (IV)
  - g. Provide service for Senior Executive Service (SES) Individual Development Plans (IDP's) and serve as Organizational Development (OD) consultant to the Administrator and his staff. (IV)

4. Plan and direct the Employee Relations Program.
  - a. Adjust current Agency assistance to employees in compliance with the new Employee Assistance Program, when it is implemented by the Department. Under the new program, any employee and/or immediate family members whose emotional or behavioral problems or drug or alcohol dependency adversely affect the employee's performance will be afforded the opportunity for counseling. (IV)
  - b. Achieve informal resolution of employee EEO concerns through the EEO Counselor Program. Provide counselor training as required and necessary. Counselor's organization pays for travel and per diem for training and other counselor costs. (IV)
  - c. Achieve proper adjustment of employee concerns using, as necessary, arbitration, grievance procedures, and the EEO complaint procedure, among others. The organization in which an EEO complaint occurs provides the Administrator's representative to attempt resolution before a formal complaint is filed. Hearing costs are born by the program (except for the cost of an arbitrator). Costs of EEO investigations and Office of Personnel processing of EEO complaints will be borne by the program. (IV)
  - d. Successfully maintain employee standards of conduct through a preventive employee relations program and take Agency initiated adverse action, as necessary, providing proper opportunity for appeals. (IV)
5. Operate an effective personnel management program in the field and at headquarters.
  - a. Assure proper classification of FSIS positions by administering the Position Maintenance Review Program to include developing a schedule of field and headquarters organizational segments subject to classification review; conducting thorough desk audits of a representative number of positions in each organizational segment; and preparing a written report to the appropriate management officials detailing findings, recommendations, and required actions. (IV)

b. Assure position management principles are being carried out by conducting organizational/position management reviews by developing a plan for the conduct of organizational reviews. (IV)

c. Conduct field and Headquarters recruiting activities including minority recruitment, staffing vacant positions from outside sources; providing direction to recruitment efforts; and evaluation of recruiting efforts. The travel for program recruiters is paid from program funds. (IV)

d. Maintain an effective staffing program for field and headquarters including processing personnel actions and related documents; providing guidance and direction to program officials on staffing problems; implementing new and revised policies and regulations; and evaluating the staffing program. Travel for any personnel training conducted at the Personnel Operations Branch will be paid for by the program. (IV)

e. Administer the performance appraisal system including maintaining employee performance files providing advice and guidance to field managers; assuring evaluations comply with established procedures; and advising program administrators of timeliness problems. (IV)

f. Administer the merit promotion plan to include providing guidance and direction to field promotion file offices; assuring promotions comply with the Agency merit promotion plan; and responding to inquiries concerning application of merit promotion principles. Travel for promotion review panel members (quarterly) will be borne by the program. (IV)

g. Administer retirement counseling, Office of Workmen's Compensation Programs (OWCP), health and life insurance, civilian and military deposit/redeposit, and occupational health programs including providing retirement counseling and annuity computations; processing OWCP claims and providing assistance on OWCP cases; counseling, computing and processing military and civilian deposit/redeposits; entering and retrieving data from the electronic safety reporting system; annually surveying health units covering FSIS employees; conducting the annual FEHBA Open Season; and distributing annual Length of Service Awards. (IV)

- h. Make effective use of disciplinary and adverse actions as a means of assuring the maintenance of Agency standards of employee conduct by assuring that disciplinary and adverse actions are timely, consistent with Agency and Department standards, and comply with OPM and Department regulations. (IV)
  - i. Provide effective Agency representation at adverse action appeal and arbitration proceedings by assuring compliance with Merit System Protection Board regulations and union contractual requirements in the processing of appeals and arbitrations. (IV)
6. Plan and direct a Comprehensive Personnel Management Evaluation (PME), Awards and Safety and Health Program.
- a. Conduct a regular cycle of Personnel Management Assistance Reviews and coordinate other PME reviews of FSIS conducted by outside agencies and offices. (IV)
  - b. Maintain the capability for a regular assessment of the status of the personnel management system through a comprehensive planning system integrated with the FSIS Program Plan and the performance standards for employees in the Senior Executive Service and the Merit Pay System. (IV)
  - c. Encourage employee productivity through the Employee Suggestion and Awards Program. (IV)
  - d. Administer the Agency Safety and Health System. (IV)



TABLE 30 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
PERSONNEL DIVISION, AM

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Classification, Organization, Position Management and Pay Administration a. - Classification and Pay b. - Position Management and Organization c. - Leave and Hours of Work	IV	8.0	445
Objective 2 - Employment and Employee Benefits a. - Agencywide Recruitment and FEORP b. - Merit Promotion Plan Training c. - SES, GM, and GS Performance Appraisal Systems d. - List of Sensitive Positions	IV	8.5	470
Objective 3 - Employee Development and Safety a. - Employee Development Training Center b. - Special Training c. - Continuing Education Program d. - Remote Site Satellite Training e. - Computer Training for Top Executives f. - New Training Programs g. - SES IDP's and OD	IV	11.0	964 <u>1</u> /
Objective 4 - Employee Relations a. - Employee Assistance b. - EEO Counselor Program c. - Arbitrations, Grievances, and EEO Complaints d. - Adverse Action and Appeals	IV	12.5	475
Objective 5 - Operations a. - Classification b. - Position Management c. - Recruiting d. - Staffing e. - Performance Appraisal f. - Merit Promotion Administration g. - Retirement, OWCP, Health and Life Insurance, and Occupation Health h. - Disciplinary and Adverse Action i. - Appeals and Arbitration	IV	66.0	2,382



TABLE 30 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
PERSONNEL DIVISION, AM - Continued

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 6 - Program Evaluation and Safety	IV	7.0	408
a. - Personnel Management Assistance Reviews			
b. - Planning System			
c. - Safety and Health			
d. - Suggestions and Awards			
TOTAL		113.0	5,144

1/ Includes Central Training Funds

FY 1985 PROGRAM ACTIVITY PLAN FOR THE  
LABOR MANAGEMENT RELATIONS STAFF, AM

ACTIVITY LEADER: M. G. Manis

ACTIVITY ABSTRACT: The Labor Management Relations (LMR) Staff serves as liaison between FSIS management at all levels and the various supervisory and labor organizations representing FSIS employees.

To obtain the goal of a viable labor-management relations program, the staff coordinates and maintains an effective communications system within FSIS. This program activity provides a forum for the meaningful exchange of information with employee organizations; participates with the Deputy Administrator in the overall formulation of FSIS labor-management relations policies, and programs; emphasizes Agency policy on labor-management relations; and works with program management to gain complete acceptance and implementation of that policy.

- ACTIVITY OBJECTIVES: 1. Represent the Agency in dealings with employee organizations and third parties.
- a. Assist in the development of the Agency's position and represent the Administrator in regional contract negotiations with union. Payment of official time, travel and per diem for management in negotiation of all regional labor agreements. (IV)
  - b. Fully develop and prepare Agency positions, and represent the Administrator in impasse proceedings before the Federal Service Impasses Panel (FSIP). (IV)
  - c. Fully prepare and develop the Agency positions, and represent the Administrator in hearings and all verbal communications with the Federal Labor Relations Authority (FLRA) concerning settlement of negotiability disputes. Official time, travel, and per diem of management and union witnesses and representatives involved in each proceeding is a cost borne by the affected program. (IV)
  - d. Schedule, organize, conduct, and represent the Administrator in 18 consultation meetings with the unions and supervisory organizations; attend and participate in bi-weekly consultation meetings with supervisory organizations. Attend and participate as the Administrator's representative at 16 general meetings sponsored by unions. Representatives of

union and supervisory organizations attend consultation meetings on official time, and travel per diem expenses which are incurred by the affected program. (IV)

e. Develop and prepare the Agency position, and represent the Administrator in verbal communications with FLRA concerning settlement of unfair labor practices and determination of appropriate bargaining units in FSIS. (Ongoing)

f. Investigate facts, develop, and prepare the final Agency responses on all back pay claims filed under the Negotiated Grievance Procedure. (Ongoing)

g. Investigate facts, develop, prepare, and present Agency positions in arbitration cases involving contract interpretations and/or Program matters. Official time, travel and per diem of management and union witnesses and representatives involved in each proceeding is a cost borne by the affected program. (Ongoing)

2. Provide advice and staff assistance to managers and supervisors.

a. Answer inquiries, provide advice, guidance, and contract interpretation to Program managers and supervisors in handling specific LMR problems and policy. (Ongoing)

b. Review the content of all final grievance responses under the Negotiated Grievance Procedure (NGP) for accuracy, appropriateness, consistency, contract interpretation, and potential Program implications. (Ongoing)

c. Provide advice, guidance, and assistance, as appropriate, on arbitration cases. Make recommendations to the Administrator before decisions are made on proceeding to arbitration and/or on appealing an arbitrator's award. (IV)

d. At the Administrator's direction, either chair or fully participate as a member of task force or committees that have Agencywide and/or Program-wide implications (approximately six task forces). Participate as team member in Program Management Assistance Reviews. (III)

e. Formulate, prepare, and instruct five basic LMR and four Advanced LMR training courses for supervisors. Conduct contract interpretation courses for the New National Basic Agreement and conduct other seminars and training as requested, for Agency, Department, the OPM Labor Relations Training Center, and other parties. Official time, travel, and per diem of class participants is a cost borne by the affected program. (IV)

f. Stay informed on all personnel policies, practices and matters affecting working conditions of employees. Maintain an in-house library of information, case law, and policy statements from third parties, research and remain current on decisions of the Comptroller General and other sources concerning relevant LMR matters. (IV)

TABLE 31 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
LABOR MANAGEMENT RELATIONS STAFF, AM

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Agency Representation		5	232
a. - Agency Position Negotiations	IV		
b. - Schedule/Represent/Impasse Proceedings	IV		
c. - Negotiability Disputes	IV		
d. - Attend Consultations and Union Meetings	IV		
e. - Unfair Labor Practices	Ongoing		
f. - Back Pay Claims	Ongoing		
g. - Arbitration Cases	Ongoing		
Objective 2 - Provide Advice and Assistance		1	46
a. - Advice, Guidance/Program Managers, Supervisors	Ongoing		
b. - Review Grievances	Ongoing		
c. - Advice, Guidance/Arbitration	IV		
d. - Task Forces/PMARS	III		
e. - Basic LMR Training, Advanced LMR Training, Conduct Seminars	IV		
f. - Stay Current, with In-house Library/Third Parties/Research	IV		
TOTAL		6	278

FY 1985 PROGRAM AREA PLAN FOR THE  
EQUAL EMPLOYMENT OPPORTUNITY STAFF

PROGRAM LEADER: C. P. Mercado

PROGRAM ABSTRACT: The Equal Employment Opportunity (EEO) Staff is responsible for advising the Administrator on the status of EEO and Civil Rights (CR) Programs within FSIS. The Staff provides advice to managers and supervisors on their EEO/CR responsibilities, and informs all employees of their rights under EEO laws and regulations.

The Federal Women's Program (FWP) and Hispanic Employment Program (HEP) are integral parts of the EEO Program. The EEO Staff is responsible for managing and promoting these special emphasis programs. Also, they provide guidance and assistance to employees designated by management officials to perform EEO duties on a part-time (collateral) duty basis.

Agency procedures for developing the Multi-Year Affirmative Action Plans (MYAAPs) are formulated by the EEO Staff. This responsibility includes monitoring plan implementation, assessing progress, and providing technical assistance for updating the plans.

The EEO Staff develops policies and directives reflecting internal and external EEO/CR regulations. New or revised internal policies are analyzed to identify adverse impact upon employment opportunities and to assure the nonexistence of discrimination based on race, color, religion, sex, age, national origin, or handicap.

The responsibility for providing EEO training within the Agency has been transferred to the EEO Staff. In administering this function, the Staff identifies, provides, and promotes EEO training for supervisors and nonsupervisors. They participate in the evaluation of other in-house training programs and monitor the training provided to EEO Advisory Committee members.

The Staff participates with management and personnel officials in the development of, or participation in, upward mobility, career development, and cooperative education programs to enhance employment opportunities. Further, the Staff conducts on-site EEO and CR reviews; monitors and provides advice on the EEO Counselor Program; recommends recruitment activities and sources for the Federal Equal Opportunity Recruitment Program; and coordinates and conducts community outreach activities.

The Agency's EEO Program is carried out in cooperation with resources provided by the program areas. The resources expected to be furnished by the programs for FY 1985 consist of

125 employees who will spend approximately 15 to 20 percent of their official time performing EEO duties. The costs associated with these resources amount to approximately \$82,000 in salaries and \$530,000 in other expenses, including travel and training.

Employees assigned to perform part-time EEO duties function as: EEO advisory committee members, FWP and HEP Managers, Native American recruitment coordinators, and EEO counselors. They perform a variety of duties in support of the EEO Program, such as: advising and assisting management officials; promoting EEO among supervisors and employees; counseling employees who make allegations of discrimination; and conducting recruitment and community outreach activities.

PROGRAM GOALS/

OBJECTIVES:

1. Publish final EEO and Civil Rights directives for implementation.
  - a. Complete the Civil Rights directive. (II)
  - b. Coordinate the development and implementation of a training program on Civil Rights responsibilities. (IV)
  - c. Begin conducting onsite Civil Rights reviews. (IV)
  - d. Develop the EEO Directive. (II)
2. Update the Multi-Year Affirmative Action Plan (MYAAP).
  - a. Provide technical guidance on the procedures for updating the MYAAPs. (II)
  - b. Analyze employment activities and monitor EEO accomplishments. (IV)
  - c. Submit recommendations to Personnel that will enhance internal and external recruitment activities. (Ongoing)
3. Provide direction and guidance to enhance the performance of employees with EEO collateral duties.
  - a. Develop and implement projects for the Federal Women's and Hispanic Employment Programs. (I)
  - b. Participate in EEO Advisory Committee meetings to provide technical assistance and guidance. (Ongoing)
  - c. Conduct an Agencywide EEO Workshop. (III)



- d. Monitor the training received by newly appointed EEO Advisory Committee members. (IV)
- 4. Promote and monitor the Agency's utilization of Historically Black Colleges and Universities.
  - a. Monitor the participation of these schools in the conduct of Continuing Education Programs, Cooperative Education, contracts, or research projects. (Ongoing)
  - b. Prepare annual plan and progress report. (I, IV)
- 5. Conduct activities to create EEO awareness among employees and the public.
  - a. Coordinate the development of information packets to assist EEO Advisory Committee members in conducting local community outreach activities. (III)
  - b. Conduct EEO awareness meetings with employees at headquarters and the field. (IV)
  - c. Coordinate Agency participation in national minority and women conferences. (II)
- 6. Emphasize supervisory support and responsibilities for EEO.
  - a. Participate in supervisory meetings to reemphasize EEO responsibilities and to promote their support. (Ongoing)
  - b. Develop informational materials summarizing supervisory EEO responsibilities and principles. (IV)
- 7. Conduct Agency EEO Training.
  - a. Assess training needs and distribute course calendar. (I)
  - b. Provide training to enhance the Agency's efforts to prevent sexual harassment. (I)
  - c. Incorporate eight-hours of EEO training into all in-house developmental programs. (I)

d. Develop an EEO training session for top management. (II)

e. Enroll all new EEO Advisory Committee members and special emphasis program managers in the OPM EEO correspondence course. (Ongoing)

TABLE 32 - EQUAL EMPLOYMENT OPPORTUNITY STAFF PROGRAM AREA:  
RESOURCES PLANNED FOR FY 1985

Program Activity	FY 1985 Resources			
	Person-Years		Dollars	
	Plan	Percent	Plan (000)	Percent
EEO	7	100	303	100
Total Program Area	7	100	303	100

TABLE 33 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
EQUAL EMPLOYMENT OPPORTUNITY STAFF

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Complete EEO and CR Directives		1.5	55
a. - Civil Rights Directive	II		
b. - Civil Rights Training	IV		
c. - Onsite Reviews	IV		
d. - EEO Directive	II		
Objective 2 - MYAAP		1.0	35
a. - Technical Guidance	II		
b. - Monitor Accomplishments	IV		
c. - Recruitment Recommendations	Ongoing		
Objective 3 - Assist Employees Assigned EEO Collateral Duties		1.5	50
a. - Implement FWP and HEP Projects	I		
b. - EEO Advisory Committee Meetings	Ongoing		
c. - Conduct EEO Workshop	III		
d. - Monitor EEO Training	IV		
Objective 4 - Historically Black Colleges and Universities		.3	5
a. - Monitor Participation	Ongoing		
b. - Prepare Reports	I, IV		
Objective 5 - Conduct EEO Awareness Activities		.7	20
a. - Information Packets	III		
b. - Employee Meetings	IV		
c. - National Conferences	III		
Objective 6 - Management and Supervisory Support		.5	10
a. - Supervisory Meetings	Ongoing		
b. - Develop Information Materials	IV		
Objective 7 - Agency EEO Training		1.5	128
a. - Assess Training Needs	I		
b. - Prevention of Sexual Harrassment	I		
c. - Developmental Programs	I		
d. - Management Training	II		
e. - Committee Members OPM Training	Ongoing		
TOTAL		7.0	303



FY 1985 PROGRAM AREA PLAN FOR THE  
INFORMATION AND LEGISLATIVE AFFAIRS STAFF

PROGRAM LEADER: N. J. Robinson

PROGRAM ABSTRACT: The mission of the Information and Legislative Affairs Staff (ILA) is to effectively communicate with the public, Congress, other government agencies, and internal audiences about FSIS programs and activities.

The ILA Staff is comprised of five activities: Information, Public Awareness, Legislative Affairs, Executive Correspondence and Special Assignments, and the Office of the Director. The Staff analyzes Agency programs and develops, selects, and distributes written and audio-visual materials that best communicate information about particular Agency objectives and actions to specific audiences. It also solicits public input. The ILA groups complement one another in carrying out each communication objective.

The Information Office works primarily with Agency program areas in preparing materials about FSIS for distribution to the public. The Office prepares the official Agency newsletter, news releases, factsheets, background papers, feature articles, publications, briefing materials, and speeches for key Agency officials, a consumer newsletter and other written assignments. The Office coordinates press conferences and keeps up-to-date on all Agency activities to enable it to answer press inquiries and serve as an information resource for Agency personnel. The Office also provides audio-visual communication services for the Agency and coordinates the planning, production, and evaluation of audio-visual materials. These services include: public service announcements; visuals for publications, budget briefings and conferences; and photographs, photo features and slide series for public and internal audiences.

The Public Awareness Office plans, coordinates, and participates in public information and education campaigns; represents the Agency at various conferences and meetings; and assists in the coordination of the Agency's National Food Safety Poster Contest. The Office also maintains mailing lists, manages FSIS publication stocks, and distributes Agency publications on request. The Office designs methods for increasing consumer awareness and participation relating to FSIS actions, and it manages and monitors a system for handling consumer inquiries-the Meat and Poultry Hotline. The Hotline handled approximately 2,200 inquiries in FY 1984. The results of these activities are incorporated as input into the FSIS decision-making process.

The Legislative Affairs Office plans, develops, and coordinates activities in support of FSIS legislative positions, and it maintains lines of communication about legislative activities

between the Agency and other groups.--(These groups include Congress, the public, other government agencies, and interested parties in the private industry sector.) As part of this function, this Office responds to queries from Congress and the public. Furthermore, the Office coordinates the Agency preparation for all Congressional hearings.

The Executive Correspondence and Special Assignments Unit works closely with program area staffs in the Agency to research and draft responses to congressional and public correspondence that relate to the Agency's meat and poultry inspection and the science programs. It also provides writing and editing services to Agency officials.

The Office of the Director is responsible for all administrative functions of the ILA staff, including personnel, budget, planning, supplies and equipment, and special projects.

PROGRAM GOALS/  
OBJECTIVES:

1. Communicate information to the Media.
  - a. Publish 35 news releases about Agency activities and major decisions. (IV)
  - b. Prepare 10 radio and TV news stories about the Agency. (IV)
  - c. Answer 500 inquiries from the media. (IV)
  - d. Plan and conduct news conferences and briefings, including preparation of news statements, and other background materials. (Ongoing)
2. Communicate information to the Public (General and Special Interest Groups)
  - a. Plan, produce, and distribute three radio and/or television public service announcements (PSA's) about Agency programs. (IV)
  - b. Write or revise five publications and prepare six factsheets and backgrounders about Agency activities. (IV)
  - c. Publish five feature and photo feature stories about Agency activities. (IV)
  - d. Publish four issues of Food News for Consumers. (IV)

- e. Answer 2,600 letters requesting information about Agency programs and policies including 200 letters directed to the Meat and Poultry Hotline. (IV)
  - f. Answer 3,000 phone calls from the public, including 2,500 calls on the Meat and Poultry Hotline. (IV)
  - g. Distribute approximately 1,000,000 copies of 25 different Agency publications to individuals and special groups, including consumers, industry, supermarkets, educators, etc. (IV)
  - h. Reach various outside groups through attendance at meetings, conferences, conventions, etc. (Ongoing)
  - i. Plan and conduct several special outreach campaigns (sodium, RAP, food safety, poster contest, etc.) (IV)
  - j. Plan and produce three slide shows. (IV)
3. Communicate information to Congress and other Government Agencies.
- a. Prepare, coordinate, and seek Congressional approval of legislative items of interest to the Agency. Prepare and coordinate about 20 reports of Agency views on proposed legislation, and prepare and coordinate testimony and other support materials for Congressional hearings. (IV)
  - b. Respond to approximately 500 Congressional letters. (IV)
  - c. Respond to approximately 160 phone calls and personal inquiries. (IV)
  - d. Plan and conduct Congressional briefings and meetings relating to FSIS activities. (Ongoing)
  - e. Participate in intergovernmental group activities. (Ongoing)
4. Communicate information and provide support services to the Department and the Agency.
- a. Distribute the "Daily Summary of the Federal Register", the daily "Congressional Record Summary" and the "Congressional Journal." (Ongoing)

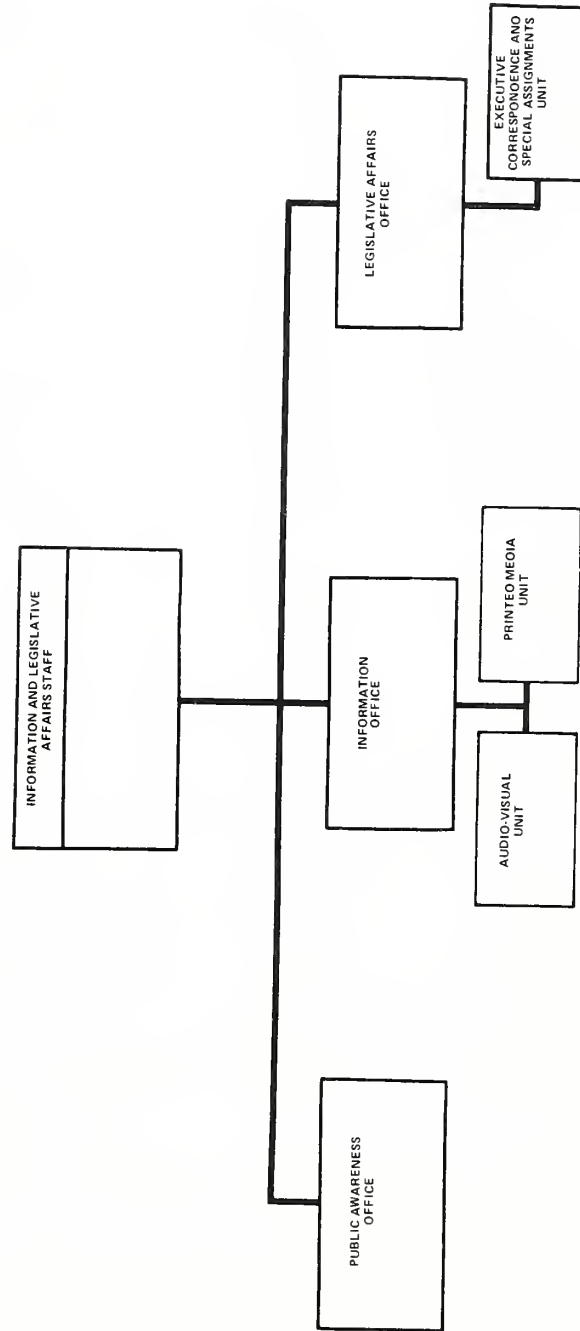


- b. Prepare and distribute "News Watch" daily.  
(Ongoing)
  - c. Coordinate Publications and Audiovisual Review Committee. (Ongoing)
  - d. Prepare various background materials such as briefing books for key departmental personnel.  
(Ongoing)
  - e. Develop arts and graphic materials for FSIS initiatives, internal activities, congressional hearings, exhibits and other meetings. (Ongoing)
  - f. Provide photographic services for the Agency.  
(Ongoing)
  - g. Prepare six issues of the Agency newsletter "The FSIS Communicator." (Ongoing)
  - h. Prepare speeches for delivery by top Agency officials. (Ongoing)
5. Increase consumer representation in Agency decisionmaking.
- a. Plan and coordinate consumer education programs, and assure that consumer input and concerns are considered in the development of FSIS policies.  
(Ongoing)
  - b. Expand the 800 toll-free hotline number nationally if determined to be feasible as a result of a 1984 Pilot Program in three States--Kentucky, Ohio, and Pennsylvania.
  - c. Participate regularly in the USDA consumer task forces and interagency organizations. (Ongoing)
  - d. Maintain and expand contacts with consumer organizations. (Ongoing)

TABLE 34 - INFORMATION AND LEGISLATIVE AFFAIRS STAFF PROGRAM AREA:  
RESOURCES PLANNED FOR FY 1985

Program Activity	FY 1985 Resources			
	Person-Years		Dollars	
	Plan	Percent	Plan (000)	Percent
Office of the Director	7	15	168	8
Information Office	17	37	920	46
Legislative Affairs Office	5	11	176	9
Public Awareness Office	10	22	537	27
Executive Correspondence and Special Assignments Unit	7	15	199	10
Total Program Area	46	100	2,000	100

FOOD SAFETY AND INSPECTION SERVICE  
INFORMATION AND LEGISLATIVE AFFAIRS STAFF



THE FUNCTION OF THE INFORMATION AND LEGISLATIVE AFFAIRS STAFF IS TO DEVELOP AND DISSEMINATE INFORMATION DESIGNED TO INFORM AND EDUCATE THE PUBLIC OF THE SERVICES PROVIDED BY FSIS AND THE MEANS BY WHICH THE PUBLIC MAY OBTAIN THESE SERVICES. ILA COOPERATES WITH THE DEPARTMENT IN FORMULATING AND IMPLEMENTING AN OVERALL INFORMATION AND PUBLIC EDUCATION PROGRAM ON ISSUES SUCH AS FOOD SAFETY AND LABELING. ILA ALSO ADVISES AND ASSISTS THE ADMINISTRATOR ON ALL MATTERS RELATING TO LEGISLATIVE ISSUES AND CONGRESSIONAL LIAISON. IN ADDITION, ILA WRITES AND COORDINATES AGENCY RESPONSES TO CONGRESSIONAL CORRESPONDENCE AND OTHER INQUIRIES FROM THE PUBLIC. ILA ALSO SERVES AS LIAISON TO THE MEDIA AND PROVIDES LEADERSHIP IN THE PLANNING, DEVELOPMENT, AND IMPLEMENTATION OF WRITTEN, BROADCAST, AND VISUAL MEDIA INFORMATION ACTIVITIES.

SUPERSEDES OCTOBER 25, 1982 CHART.

TABLE 35 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
INFORMATION AND LEGISLATIVE AFFAIRS STAFF

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Communicate Information to the Media		7.7	259
a. - News Releases	IV		
b. - Radio/TV News	IV		
c. - Inquiries from Media	IV		
d. - News Conferences/Briefings	Ongoing		
Objective 2 - Communicate Information to the Public		20.4	1,150
a. - Public Service Announcements	IV		
b. - Publications, Factsheets	IV		
c. - Features, Photo Features	IV		
d. - "Food News for Consumers"	IV		
e. - Letters from Public	IV		
f. - Phone calls from Public	IV		
g. - Publications Distribution	IV		
h. - Meetings, Conventions, etc.	Ongoing		
i. - Special Outreach Campaigns	IV		
j. - Slide Shows	IV		
Objective 3 - Communicate to Congress and Other Government Agencies		6.6	215
a. - Legislative Reports	IV		
b. - Letters from Congress	IV		
c. - Phone Calls from Congress	IV		
d. - Briefings, Meetings	Ongoing		
e. - Intergovernmental Work	Ongoing		
Objective 4 - Communicate Information and Provide Support Services to Department/ Agency	Ongoing	8.8	296
a. - Prepare Summaries			
b. - "News Watch"			
c. - Publications and Audiovisual Review Committee			
d. - Background Materials			
e. - Arts and Graphics Materials			
f. - Photographic Services			
g. - Agency Newsletter			
h. - Prepare Speeches			

TABLE 35 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
INFORMATION AND LEGISLATIVE AFFAIRS STAFF - Continued

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 5 - Consumer Representation	Ongoing	2.5	80
a. - Assure Consumer Input in Policy Formulation			
b. - Manage Meat and Poultry Hotline			
c. - USDA Consumer Task Forces			
d. - Contacts with Consumer Organizations			
TOTALS		46.0	2,000

FY 1985 PROGRAM AREA PLAN FOR THE  
POLICY AND PROGRAM PLANNING STAFF

PROGRAM LEADER: J. A. Segal

PROGRAM ABSTRACT: The Policy and Program Planning Staff (PPP) performs a number of staff functions for the Administrator of FSIS and operates some services as an Agencywide activity for all the program areas. These functions are organized into four activities: Emergency Planning Office, Executive Secretariat, Policy Analysis Office, and Regulations Office.

The Staff functions for the Administrator include the coordination of all FSIS emergency preparedness functions, and the development of policy options for Agency management to consider in the formulation of new policies. In addition, the Staff designs and operates the Agencywide program planning system, and provides staff assistance to the Administrator for food safety statute reforms, and Codex Alimentarius. The Staff maintains the FSIS list of pending regulatory actions for public distribution and also an information system to provide the Administrator and Deputy Administrators with status reports on dockets. The Staff also carries out the Agencywide, systematic review of existing regulations and provides a policy context and other staff support for the development of new regulations.

The Staff provides support in the preparation of regulatory impact and flexibility analyses that compare the costs and benefits of proposed regulations and legislation as they relate to industry and consumers.

The Staff operates the Information Processing Center, which provides report preparation services for the Administrator's staff offices and for any program offices that need such aid. In addition, the Policy and Program Planning Staff administers the FSIS Freedom of Information Act (FOIA) and the Privacy Act actions. During 1984, the Staff responded to about 500 such requests.

PROGRAM GOALS:

1. Continue developing and implementing the long-range program planning process to complement the annual program planning activities.
2. Meet the Office of Management and Budget requirements for regulatory review and analysis.
3. Increase baseline data and analyses available to the Agency for making decisions on programs and regulations.

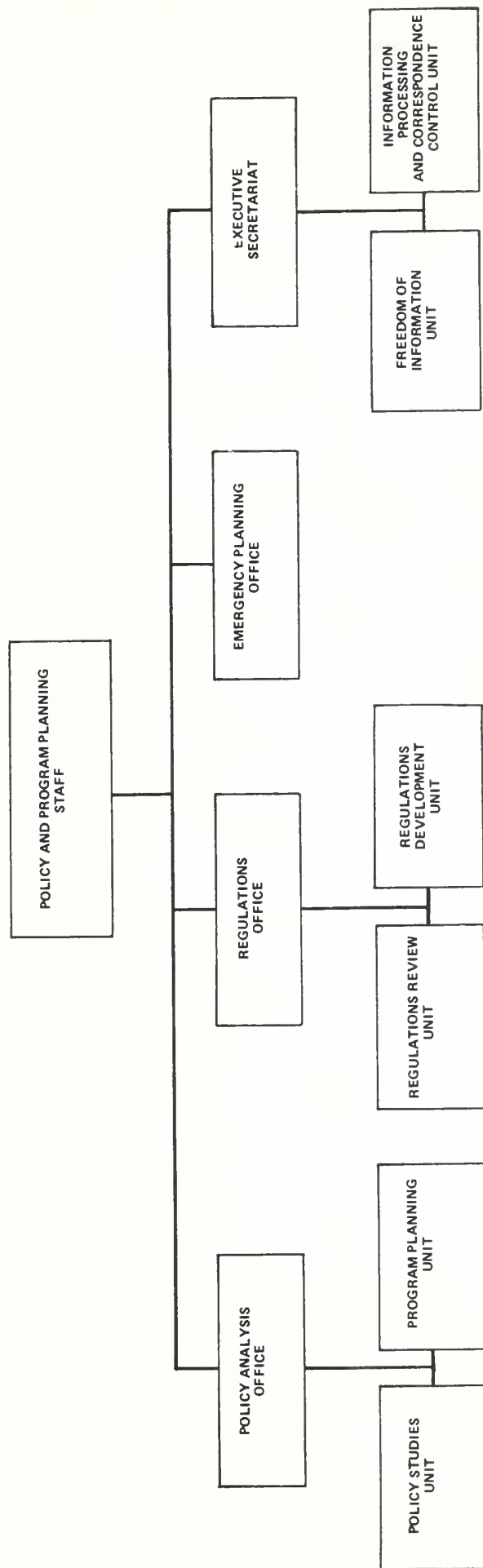
4. Provide leadership and guidance to appropriate activities of the Emergency Mobilization Preparedness Board.
5. Provide support for information processing and expediting the Freedom of Information Act (FOIA) and Privacy Act (PA) requests.
6. Provide support for the U.S. Coordinator and delegates to the Codex Alimentarius Commission, monitors Codex Committee activities, and maintains and distributes Codex documents.
7. Provide educational training opportunities in support of the PPP staff.

TABLE 36 - POLICY AND PROGRAM PLANNING STAFF PROGRAM AREA:  
RESOURCES PLANNED FOR FY 1985

Program Activity	FY 1985 Resources			
	Person-Years		Dollars	
	Plan	Percent	Plan (000)	Percent
Office of the Director	5	8	274	12
Emergency Planning Office	8	13	275	12
Executive Secretariat	14	23	294	13
Policy Analysis Office	17	27	910	39
Regulations Office	18	29	552	24
Total Program Area	62	100	2,305	100



FOOD SAFETY AND INSPECTION SERVICE  
POLICY AND PROGRAM PLANNING STAFF



The functions of the Policy and Program Staff include development of policy options for Agency management to consider in the formulation of new policies and programs; reviews existing regulations and coordinates the review and approval of new regulations; design and operation of the Agency-wide program planning and regulation tracking systems; support in the preparation of regulatory impact analyses and cost-benefit comparisons; planning and coordination of the Agency Freedom of Information and Privacy Act functions; coordination of all FSIS emergency preparedness functions; and management of the FSIS Information Processing Center.



FY 1985 PROGRAM ACTIVITY PLAN  
FOR THE OFFICE OF EMERGENCY PLANNING, PPP

ACTIVITY LEADER: G. E. Bickerton

ACTIVITY ABSTRACT: The mission of the Office of Emergency Planning (OEP) includes planning, developing, and coordinating all FSIS emergency preparedness functions for national security and other types of emergencies and disasters; managing the Federal Radiological Emergency Response Program for USDA; and actively participating in projects and activities through membership on interdepartmental emergency preparedness committees, and working groups.

- ACTIVITY OBJECTIVES:
1. Plan, develop, and coordinate all FSIS emergency preparedness functions for national security and other types of emergencies and disasters.
    - a. Maintain a central system for the issuance and accountability of emergency I.D. cards for key FSIS emergency personnel. (Ongoing)
    - b. Represent FSIS in two Federal government tests and/or exercises of emergency procedures and prepare key FSIS managers to effectively execute emergency assignments. (II, III)
    - c. Maintain the FSIS Emergency Planning Handbook to assure it reflects current Federal policy and any recent organizational changes within USDA. (Ongoing)
  2. Manage the Federal Radiological Emergency Response Plan (FRERP) for USDA.
    - a. Maintain the USDA Federal Radiological Emergency Response Plan. (Ongoing)
    - b. Continue working with the Department of Health and Human Services, Nuclear Regulatory Commission, Department of Energy, Federal Emergency Management Agency, Environmental Protection Agency, and other Federal agencies to promote interagency working procedures and agreements for assisting State and local governments in developing and implementing agricultural protective measures and damage assessment and for uniformity and consistency in Federal agency plans and procedures. (Ongoing)

- c. Serve as the USDA representative on the Federal Radiological Preparedness Coordinating Committee (FRPCC) which is the policymaking group within the Federal government for radiological emergencies and as a working member on five FRPCC subcommittees. (Ongoing)
  - d. Represent USDA in exercises that test the Department's ability to respond effectively to a major radiological incident. (Ongoing)
  - e. Develop and coordinate a training program on USDA's emergency responsibilities to prepare key USDA field personnel to effectively carry out their emergency assignments. (IV)
3. Provide assistance to State and local governments in emergency planning and preparedness for peacetime nuclear emergencies.
- a. Review and analyze 125 State, County, and local plans; prepare written comments, recommendations, and suggestions that could improve the effectiveness of emergency response activities. (Ongoing)
  - b. Attend 30-35 onsite exercises as Federal evaluators testing the effectiveness of State, County, and local response plans under radiological emergency conditions. (Ongoing)
  - c. Participate in Regional Assistance Committee (RAC) activities in the 10 standard Federal regions; attend policy and planning meetings of the RAC and actively contribute as requested to other interdepartmental emergency activities. (Ongoing)
  - d. Develop a USDA brochure on nuclear accident preparedness for use by the agricultural community. (IV)
4. Participate in Emergency Mobilization Preparedness Board (EMPB) activities.
- a. Serves as Food and Agriculture Working Group (FAWG) Coordinator. (Ongoing)
  - b. Serves as an alternate on Civil Defense Working Group and as a member of Subworking Group B. (Ongoing)
  - c. Represent FSIS on 4 Food and Agriculture subworking groups and 4 task groups. (Ongoing)
  - d. Provide coordinated quarterly reports to the EMPB concerning accomplishments of the Food and Agriculture Working Group. (Ongoing)

TABLE 37 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
OFFICE OF EMERGENCY PLANNING, PPP

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Provide FSIS Policy for Emergency Preparedness		1.2	41
a. - Maintain Emergency I.D. System	Ongoing		
b. - Represent FSIS in Two Federal Emergency Exercises	II, III		
c. - Maintain FSIS Emergency Planning Handbook	Ongoing		
Objective 2 - Manage FRERP for USDA		1.5	52
a. - Maintain USDA Plan	Ongoing		
b. - Continue Interagency Working Procedures and Agreements	Ongoing		
c. - Represent USDA On Five FRPCC Subcommittees	Ongoing		
d. - Represent USDA In Radiological Emergency Exercises	Ongoing		
e. - Develop Training Program For Emergency Personnel	IV		
Objective 3 - Provide Assistance To State and Local Governments in Radiological Emergency Activities		4.0	137
a. - Review and Analyze 125 Plans	Ongoing		
b. - Evaluate 30-35 Onsite Exercises	Ongoing		
c. - Participate in RAC Activities	Ongoing		
d. - Develop of USDA Brochure For Nuclear Accident Preparedness	IV		
Objective 4 - Participate in EMPB Activities	Ongoing	1.3	45
a. - Serves as FAWG Coordinator			
b. - Serves as Alternate on CDWG			
c. - Represents FSIS On 4 FAWG Subworking Group and 4 Task			
d. - Coordinate FAWG Quarterly Reports			
TOTAL		8.0	275

FY 1985 PROGRAM ACTIVITY PLAN  
FOR THE EXECUTIVE SECRETARIAT, PPP

ACTIVITY LEADER: C. DeRoeever

ACTIVITY ABSTRACT: The Executive Secretariat is responsible for administration of the Freedom of Information Act (FOIA) and Privacy Act (PA). This includes developing Agency policy and procedures for complying with the Acts; handling all requests for access to Agency records; preparing final Agency decisions; and advising management officials in the field and at headquarters concerning the release of information.

Management of the FSIS Information Processing Center (IPC) is another responsibility of the Executive Secretariat. The IPC provides information processing service to all headquarters staff offices. The Center provides quick revision services on lengthy, high priority documents such as dockets, regulatory impact analyses, speeches, and reports. In addition, the IPC prepares manuals, standard letters, and congressional correspondence.

The Executive Secretariat manages a correspondence tracking system designed to assure that the Administrator and the Deputy Administrators are aware of the status of controlled correspondence handled in Agency program areas. In addition, the Executive Secretariat edits the "Weekly Update" report, which informs top management of current program activities, and directs the flow of correspondence within the Office of the Administrator.

Coordination of special projects and conference support are responsibilities of the Executive Secretariat. This includes coordination, at the request of the Administrator, of projects which cross program lines. This involves assembly, analysis, and presentation of program information in response to requests from industry, foreign governments, and other Federal agencies.

The Executive Secretariat provides administrative support and staff services to internal and external conferences, such as meetings of the National Advisory Committee on Meat and Poultry Inspection.

ACTIVITY OBJECTIVES: 1. Administer the FOIA and PA.  
a. Provide timely responses to an estimated 500 requests. (Ongoing)

2. Provide high quality, timely information processing services to Agency headquarters staff.
  - a. Produce an estimated five million lines of information during the year. (Ongoing)
  - b. Conduct ongoing training programs that provide both technical and organizational knowledge to IPC operators. (Ongoing)
  - c. Inform the secretaries of the Executive Team of policies and procedures regarding correspondence to be signed by the Secretary. (Ongoing)
  - d. Serves as Agency contact with Department Correspondence Control office. (Ongoing)
3. Operate the tracking system for the Agency.
  - a. Provide weekly reports to the Administrator and Deputy Administrators on the status of correspondence assignments. (Ongoing)
  - b. Provide report on status of Departmental correspondence in the Agency. (Ongoing)
4. Provide assistance to the Administrator and Deputy Administrators on recurring and special projects.
  - a. Facilitate rechartering of the National Advisory Committee on Meat and Poultry Inspection consistent with the Federal Advisory Committee Act, Departmental regulations, and Agency policies. (I)
  - b. Provide support for one or two meetings of the National Advisory Committee on Meat and Poultry Inspection. (Ongoing)
  - c. Coordinate Agency involvement in conferences, arrangements for visitors, and cross-program reports, as requested. (Ongoing)



TABLE 38 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
EXECUTIVE SECRETARIAT, PPP

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - FOIA/PA a. - Responses	Ongoing	3	63
Objective 2 - Information Processing Services a. - Client Service b. - Training c. - Departmental Procedures d. - Agency Correspondence Control Office	Ongoing	9	149
Objective 3 - Tracking Systems a. - Weekly Reports b. - Status Report on Departmental Correspondence	Ongoing	1	41
Objective 4 - Special Projects Assistance a. - Rechartering of NACMPI b. - Provide Support for the NACMPI c. - Special Projects' Assistance	I Ongoing Ongoing	1  _____	41  _____
TOTAL		14	294

FY 1985 PROGRAM ACTIVITY PLAN  
FOR THE POLICY ANALYSIS OFFICE, PPP

ACTIVITY LEADER: G. E. McEvoy

ACTIVITY ABSTRACT: The Policy Analysis Office has two broad program activities: policy development studies and program planning. The policy development activity is designed to assure that administrative decisions are based on adequate information concerning the need for and consequences of regulatory and legislative actions. The policy development activity also provides the Administrator with analytical studies on policy options relating to overall FSIS programs.

The program planning activity designs and produces an Agency-wide program plan that facilitates the integration of Agency objectives and serves as a guideline for Agency managers and with personnel performance standards. The annual FSIS Program Plan sets forth the goals, objectives, and plans for all FSIS program areas. The planning activity also helps coordinate an annual research needs plan for the Agricultural Research Service (ARS) support of FSIS programs. In addition, a long term planning system is being developed to aid the Agency's managers in preparing for events that will influence their program areas in the future.

- ACTIVITY OBJECTIVES:
1. Provide staff support on food safety statutory revision and development for the Administrator and Assistant Secretary. (Ongoing)
  2. Conduct regulatory impact, flexibility, and other analyses for regulations. (Ongoing)
  3. Conduct policy analyses for program areas.
    - a. International Programs
      - (1) Analyze import inspection management information system needs. (IV)
      - (2) Compare port of entry and destination inspections with respect to quality and magnitude issues. (I)
      - (3) Analyze and compare foreign plant review data with inspection results. (III)

b. Meat and Poultry Inspection Operations

- (1) Provide MPIO with information and analysis on field organization structures in other agencies with responsibilities similar to those of FSIS.

c. Technical Services

- (1) Participate on Inspection Systems Work Plan Task Group. (II)
- (2) Participate on Sodium Labeling and Monitoring Task Force. (Ongoing)
- (3) Evaluate Standards and Labeling Division's Label Information System and Prior Label Approval Process. (I)
- (4) Participate on Process Products Information Task Force for forms 404, 407 and 536 alternative revisions. (Ongoing)
- (5) Provide information to Import Facilities Task Force on sites of import inspection. (I)
- (6) Provide assistance to Slaughter Inspection Standards and Procedures Division review of European Economic Community's Inspection Methods. (I)
- (7) Provide assistance in automating decision making criteria for defects in canning processes. (III)

d. Science

- (1) Provide assistance on systems management and resource allocation issues associated with the Agency's domestic and import residue programs. (I)
- (2) Review and analyze laboratory sample planning, ordering, shipping, and logging processes. (IV)
- (3) Review and analyze laboratory sample testing and reporting procedures. (III)
- (4) Assess the current and proposed specialization of analytical activities in the Field Service Laboratories. (IV)

4. Develop discussion/background papers and special studies on emerging issues.
  - a. Background paper on food standards. (II)
  - b. An analysis of current food safety export policy. (IV)
  - c. Economic feasibility study of regulatory alternatives for control of cross-contamination issues in processing. (IV)
  - d. Analysis of TQC implementation. (I)
5. Develop and coordinate the strategic and multi-year planning processes for the Agency.
  - a. Complete study on strategic and multi-year planning processes. (I)
  - b. Develop information papers for continuous updating of strategic plan development. (Ongoing)
  - c. Conduct multi-year planning activities. (Ongoing)
6. Develop, implement, and coordinate the Agency annual program planning process.
  - a. Publish and distribute the FSIS Program Plan: FY 1985. (I)
  - b. Communicate with all program areas to obtain feedback on the FY 1985 Plan. (III)
  - c. Initiate and coordinate development of the Agency's FY 1986 Program Plan. (IV)
7. Develop and coordinate the Agency functional planning review and analysis process.
  - a. Review, identify and study Agency commercial-type activities that meet the criteria of OMB Circular A-76. (IV)
  - b. Maintain support for FSIS Agricultural Research Service (ARS) planning effort. (IV)
  - c. Special projects in support of selected Agency programs. (IV)

TABLE 39 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
POLICY ANALYSIS OFFICE, PPP

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objectives 1 - Food Safety Review and Development	Ongoing	1.0	54
Objective 2 - Regulatory Impact and Flexibility Analyses	Ongoing	3.5	187
Objective 3 - Policy Analyses for Program Areas			
a. - International Programs		4.5	241
(1) Management Information Needs	IV		
(2) Port of Entry and Destination Inspections	I		
(3) Analysis of Foreign Plant Review Data	III		
b. - Meat and Poultry Inspection Operations			
(1) Analyze Other Agencies' Field Structures	Ongoing		
c. - Technical Services			
(1) Inspection Systems Work Plan Task Group	II		
(2) Sodium Labeling Task Force	Ongoing		
(3) Label Information System	I		
(4) 404, 407, and 536 Revisions	Ongoing		
(5) Provide Information to Import Facilities Task Force	I		
(6) EEC Inspection Methods	I		
(7) Canning Process Deviation Criteria	III		
d. - Science			
(1) Domestic and Import Residues Program	I		
(2) Laboratory Sampling Flow Process	IV		
(3) Laboratory Sample Testing and Reporting Procedures	III		
(4) Field Service Laboratories Analytical Specialization	IV		
Objective 4 - Develop Discussion/Background Papers and Special Studies on Emerging Issues		2.1	112
a. - Background on Food Standards	II		
b. - Food Safety Export Policy	IV		
c. - Cross-Contamination Issues	IV		
d. - TQC Implementation	I		

TABLE 39 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
POLICY ANALYSIS OFFICE, PPP - Continued

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 5 - Strategic and Multi-Year Planning Processes		2.3	123
a. - Strategic and Multi-Year Planning Study	I		
b. - Information Papers	Ongoing		
c. - Conduct Multi-Year Planning Activities	Ongoing		
Objective 6 - Program Plan		1.6	86
a. - Publish FY 1985	I		
b. - Feedback FY 1985	IV		
c. - Develop FY 1986	IV		
Objective 7 - Functional Planning Process		2.0	107
a. - OMB Circular A-76	IV		
b. - FSIS/ARS Planning Support	IV		
c. - Special Projects	Ongoing		
TOTAL		17.0	910

FY 1985 PROGRAM ACTIVITY PLAN  
FOR THE REGULATIONS OFFICE, PPP

ACTIVITY LEADER: I. Dubinsky

ACTIVITY ABSTRACT: The function of the Regulations Office (RO) is to carry out the Agencywide systematic review of existing regulations and to develop and/or assist in the development and publication of new or amended regulations, proposals, and official public notices (dockets). In addition, RO coordinates the production, review, printing, and distribution of FSIS Meat and Poultry Inspection Program issuances and participates in a number of special projects that assist program offices in meeting their respective missions.

RO undertakes the systematic review of the Agency's existing regulations as required by Executive Order (E. O.) 12291, and the Regulatory Flexibility Act (R.F.A.) (PL 96-354).

RO staff serves as Docket Managers for dockets initiated by this and other Agency offices. Docket Managers, as chairpersons of a Docket Committee, are responsible for working with representatives of other Agency offices to produce a docket accommodating the interests and concerns of each office involved, and meeting our Agency's technical, legal, and procedural requirements, in a timely fashion.

A member of the RO staff serves as a policy analyst on each Docket Committee, providing analytical support to the Docket Manager with respect to technical, legal, and format requirements and assisting the Docket Manager to develop an Agency consensus on docket-related issues.

- ACTIVITY OBJECTIVES:
1. Conduct FSIS regulatory review. These regulatory review efforts will focus on determining the continued need for existing regulations, identifying the burdens placed on industry, assessing their effects on small businesses, and considering alternatives for improved effectiveness to achieve the same regulatory goal. FY 1985 regulations review initiatives include:
    - a. Red Meat Slaughter Regulations - 9 CFR 309, 310, 311, 312, 313, 314, 315. (Ongoing)
    - b. Label Approval Regulations - 9 CFR 317, 381 (Subpart N). (Ongoing)
    - c. Administrative Regulations - 9 CFR 302, 304, 305, 306, 329, 335, 381 (Subparts B, D, E, F, U, W). (Ongoing)



2. Participate in docket development.
  - a. Serve on all Docket Committees. Provide policy analysis support to Docket Managers including preparation of analyses that may be required by E. O. 12291, the R. F. A. or the authority. (Ongoing)
  - b. Serve as Agency liaison with the Office of General Counsel (OGC) with regard to docket-related legal issues. (Ongoing)
  - c. Serve as Agency liaison with OMB with regard to docket clearance. (Ongoing)
  - d. Serve as Docket Managers, as assigned. (Ongoing)
  - e. Provide information on docket development policies and procedures to Agency offices developing dockets, including directive on point. (Ongoing)
  - f. Maintain docket tracking system and public list of dockets-in-process. (Ongoing)
3. Coordinate and review FSIS issuances.
  - a. Review MPIO program area issuances for adequacy and conformity with applicable requirements prior to publication. (Ongoing)
  - b. Chair and provide support to the Issuance Steering Committee that is coordinating the Agencywide Issuance System Improvement Plan. (Ongoing)
4. Maintain the official FSIS administrative record for all petitions and regulatory actions undertaken by the Agency. (Ongoing)
5. Conduct special projects as assigned. (Ongoing)

TABLE 40 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
REGULATIONS OFFICE, PPP

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objectives 1 - Conduct FSIS Regulatory Review	Ongoing	4.0	122
a. - Red Meat Slaughter			
b. - Label Approval			
c. - Administrative Regulations			
Objective 2 - Participate in Docket Development	Ongoing	9.5	291
a. - Docket Committee			
b. - Agency Liaison With OGC			
c. - Agency Liaison With OMB			
d. - Docket Managers			
e. - Docket Development			
f. - Docket Tracking System			
Objective 3 - Coordinate and Review FSIS Issuances	Ongoing	2.5	77
a. - Area Issuances			
b. - Issuances Steering Committee			
Objective 4 - Maintain FSIS Administrative Records	Ongoing	1.0	31
Objective 5 - Conduct Special Projects	Ongoing	<u>1.0</u>	<u>31</u>
TOTAL		18.0	552

FY 1985 PROGRAM AREA PLAN FOR THE  
REVIEW AND EVALUATION STAFF

PROGRAM LEADER: C. M. Seymour

PROGRAM ABSTRACT: The Review and Evaluation Staff (R&E) provides an overview of the effectiveness of food safety and inspection programs, and carries out special analyses and evaluations to improve program effectiveness.

R&E provides continuing oversight information through basic circuit reviews which monitor inspection effectiveness throughout the country. Special project reviews examine specific program issues in depth. The Staff also coordinates FSIS participation in efforts to reduce fraud, waste and mismanagement, and in audit activities by the General Accounting Office and USDA's Office of Inspector General.

Basic circuit reviews are carried out with onsite assessments of inspection controls at the plant level. The circuit is the first management level for inspection operations. Reviews are made at plants throughout the circuit and emphasize the adequacy of controls critical to the inspection of wholesome products. Results of reviews are reported orally to inspectors and supervisory personnel. Summary reports showing patterns and trends in critical controls are prepared for each circuit. These are aggregated periodically for regional and national overviews.

R&E issues individual inspection location reports on premises with critical deficiencies. These reports are issued when the situation requires special attention and followup. Inspection officials followup to determine the corrective actions needed and to be sure improvements are made and sustained.

Special reviews, evaluations, and analyses focus on concerns not readily addressed by the basic circuit review program. These include projects which provide an indepth assessment of a specific problem area, geographic or organizational unit, inspection technique, processing technique, or other program problems. The special project approach permits collection of more comprehensive information about what is and is not working.

In addition, reviews and special inquiries are carried out "on demand" as required during the year. Results are provided to the Administrator and his Senior Staff to help in policy development and planning, and for use in decisionmaking.

PROGRAM GOALS/  
OBJECTIVES:

1. Provide the Administrator with an overview of inspection controls.
  - a. Develop and define systems, criteria, and procedures for reviews. (Ongoing)
  - b. Conduct onsite monitoring of FSIS program effectiveness in 1,800 locations in 60 circuits, including followup reviews of 5 to 10 circuits. (IV)
  - c. Analyze, summarize, and report review results and make recommendations. Issue 60 circuit reports and one national summary. (IV)
2. Carry out special analyses and evaluations to improve program effectiveness.
  - a. Develop systems, criteria, and procedures to be used in carrying out special analyses and evaluations. (Ongoing)
  - b. Carry out special studies as resources permit and Agency needs develop. The 1985 agenda of priority projects includes: (IV)
    - (1) Oversight of State Inspection Programs: assess FSIS effectiveness and uniformity in determining "equal to" status of State inspection programs. (Reviews will begin in November 1984)
    - (2) Field Label Approval Procedures: determine if inspection personnel are uniformly and effectively implementing the field label approval procedures. (Final report January 1985)
    - (3) Custom-Exempt Operation: assess the effectiveness and adequacy of current agency regulations and procedures for monitoring custom-exempt operations. (Reviews will begin November 1984)
    - (4) Off-premises Facilities: assess the condition of off-premises facilities and assess inspection procedures for monitoring them. (To begin when questionnaire is developed)
    - (5) Passed For Cooking and Trichinae Control: assess the implementation of procedures for passed for cooking products and to determine

if products are being properly treated for trichinae. (To begin when questionnaire is developed)

(6) Samples--Security, Procedures, Supervisory assess sampling procedures and security and whether supervisory personnel are taking and sending the required samples to the laboratories. (To begin January 1985)

(7) Water Systems, Blueprints, Equipment, Chlorination--Spotcheck: provide FESD with answers to specific questions relating to water systems, blueprints, equipment, and chlorination. (Ongoing throughout FY 1985)

(8) New Packaging Materials Regulations: assess the implementation of the new packaging materials regulations. (To begin in late FY 1985)

(9) Transportation of Distressed/Restricted Sealed Products: assess MPIO activities regarding the handling of distressed, restricted, and sealed products. (To begin May 1985)

(10) PQC Programs: assess the uniformity among the regions for approving and monitoring partial quality control programs. (To begin February 1985)

(11) Ready-to-Eat (RTE) Products: assess handling of RTE (keep refrigerated, other than canned) products and follow up on findings from the cooked and roast beef special project. (To begin August 1985)

c. Analyze, summarize, and report special project results and make recommendations. (IV)

3. Assist the Administrator in a program to improve the effectiveness and integrity of program operations.

a. Provide feedback to FSIS line managers on potential conduct and integrity problems disclosed in basic reviews and special projects. (Ongoing)

b. Carry out inquiries, reviews, and interviews, as assigned by the Administrator, in cases requiring independent fact gathering. (Ongoing)

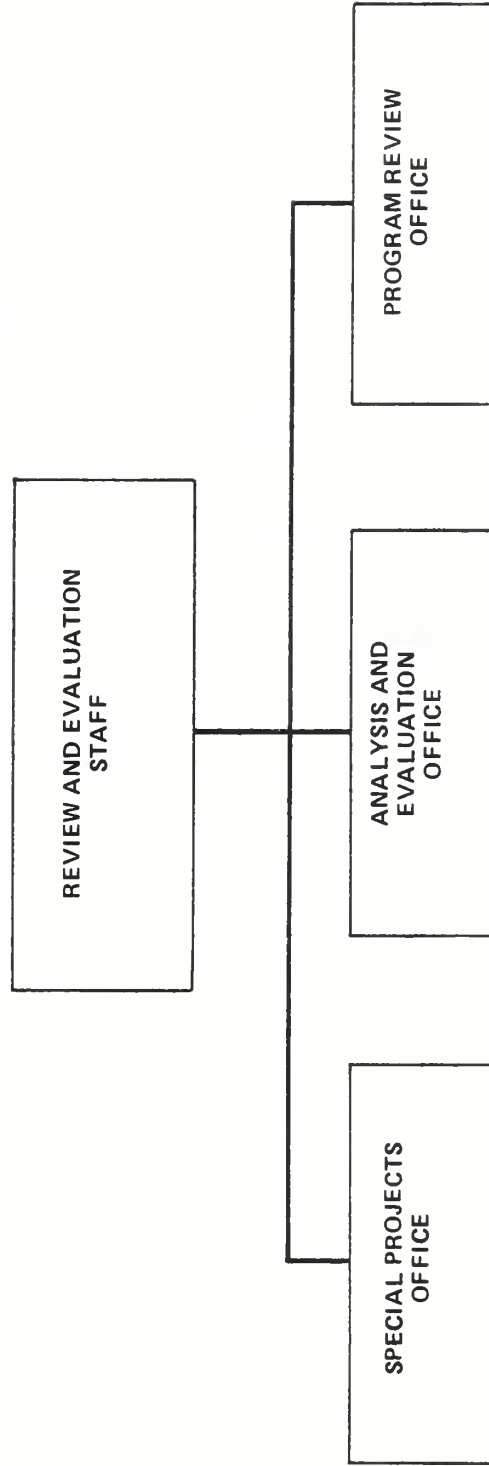
c. Coordinate FSIS vulnerability assessment activities. (I)

- d. Provide oversight of and assistance to intensified regulatory enforcement. (IV)
4. Provide staff support on all audit matters to the FSIS Liaison Officer with the Office of Inspector General and the General Accounting Office.
  - a. Coordinate FSIS participation during the performance of audits. (Ongoing)
  - b. Assure that appropriate program officials participate in audit responses. (Ongoing)
  - c. Coordinate final Agency responses to audits involving policy issues on more than one program area. (Ongoing)
  - d. Track Agency progress in meeting commitments made in response to audit recommendations. (Ongoing)

TABLE 41 - REVIEW AND EVALUATION STAFF PROGRAM AREA:  
RESOURCES PLANNED FOR FY 1985

Program Activity	FY 1985 Resources			
	Person-Years		Dollars	
	Plan	Percent	Plan (000)	Percent
Office of the Director	6	12	264	12
Analysis and Evaluation Office	10	20	441	20
Program Review Office	27	54	1,190	54
Special Projects Office	7	14	308	14
Total Program Area	50	100	2,203	100

**FOOD SAFETY AND INSPECTION SERVICE  
REVIEW AND EVALUATION STAFF**



The function of the Review and Evaluation Staff is to develop systems, criteria and procedures for conducting evaluations of effectiveness of program operations; conduct systematic on-site monitoring; analyze and make recommendations based on review reports; and provide liaison with the OIG and GAO.





TABLE 42 - FY 1985 PROPOSED PROGRAM ACTIVITY OBJECTIVES  
REVIEW AND EVALUATION STAFF

Objectives	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Provide an Overview of Inspection Controls		22	970
a. - Develop and Define Systems, Criteria, and Procedures for Reviews	Ongoing		
b. - Conduct Circuit Basic Reviews	IV		
c. - Report Review Results and Make Recommendations	IV		
Objective 2 - Conduct Special Analyses and Evaluations to Improve Program Effectiveness		21	925
a. - Develop Systems, Criteria, and Procedures for Special Studies	Ongoing		
b. - Conduct Special Studies	IV		
c. - Report Special Study Results and Make Recommendations	Ongoing		
Objective 3 - Assist in Improving the Effectiveness and Integrity of Program Operations	Ongoing	5	220
a. - Provide Feedback to FSIS Line Managers			
b. - Conduct Independent Fact Gathering for Additional Reviews and Inquiries as Assigned			
c. - Coordinate FSIS Vulnerability Assessment Activities			
d. - Provide Oversight to Intensified Regulatory Enforcement			
Objective 4 - Support the FSIS Liaison Officer	Ongoing	2	88
a. - Coordinate FSIS Participation in Audits			
b. - Assure Appropriate Agency Participation in Audit Responses			
c. - Prepare Final Agency Responses			
d. - Track Agency Commitments			
TOTAL		50	2,203



## APPENDIX A

### FSIS INTER-PROGRAM AREA IMPACTS

In FSIS, an Agency with nearly 10,000 employees and a \$391 million budget, a substantial amount of cooperation across program area offices is required. Some program areas require staff support from other areas in order to carry out their objectives.

This appendix summarizes the inter-program office resources required by the four major line program areas (International Programs, Meat and Poultry Inspection Operations, Meat and Poultry Inspection Technical Services, and Science). Table A presents a matrix of staff utilization cross-impacts by program areas. Tables B, C, D and E present inter-program area impacts anticipated by each of the four program areas.

International Programs (IP) draws upon the support of the other three major line programs (MPIO, MPITS, and Science). The projected 5.8 staff years needed are almost evenly divided among the other line programs. The major resource support from MPIO is for the Export Coordination Division's export certification process and foreign reviews of U.S. plants, while the Foreign Programs Division activities will primarily utilize MPITS and Science resources.

Meat and Poultry Inspection Operations (MPIO) typically does not draw upon the resources of other line programs to any large extent. The MPIO program area impacts on other program areas in FY 1985 are expected to decline by 12 percent from last year's level.

The Meat and Poultry Inspection Technical Services (MPITS) projects its need for other program support in FY 1985 to decrease by approximately 25 percent from its FY 1984 level. MPITS is expected to draw most heavily from MPIO. The program activities of the Slaughter Inspection Standards and Procedures Division (SISPD) utilize MPIO personnel in SISPD's efforts to modernize slaughter inspection procedures.

The Science Program proposes to utilize the most inter-program resources. Its planned program will require 54 staff years of other program area personnel. MPIO provides 46.6 staff years of support. Science's national residue program is the heaviest user of MPIO support (80 percent). MPIO personnel provide support to Sciences microbiological monitoring and surveillance programs, and its monitoring and assessing of ingredients, nutrients and other constituents in meat and poultry products. Science onsite reviews of foreign countries residue programs will require a 20 percent increase in staff support from International Programs.

TABLE A - FY 1985 FSIS  
INTER-PROGRAM AREA  
PERSON-HOURS  
RESOURCES IMPACT/PERSON-YEARS

Program Area	Impacts						
	IP	MPIO	MPITS	SCI	AM	OA	Total
IP	Hours ---	Hours 4,610	Hours 3,700	Hours 3,675	Hours ---	Hours ---	Hours 11,985
MPIO	---	---	2,280	---	1,870	1,140	5,290
MPITS	305	20,141	---	6,569	285	1,447	28,747
SCIENCE	8,470	96,966	1,770	---	500	4,520	112,226
TOTAL PERSON- HOURS	8,775	121,717	7,750	10,244	2,655	7,107	158,248
TOTAL PERSON- YEARS	4.2	58.5	3.7	4.9	1.3	3.4	76.1

TABLE B - FY 1985 INTERNATIONAL PROGRAMS  
INTER-PROGRAM AREA  
PERSON-HOURS/PERSON-YEARS IMPACT

Item		Impacts			
Program Activity	Objectives	MPIO	MPITS	SCI	TOTAL
ECD	Obj. 2, a-e Obj. 3, a Obj. 4, a-d	Hours 2,000 ---	Hours --- 200 ---	Hours --- --- ---	Hours 2,000 200 2,000
FPD	Obj. 1, f Obj. 2, c Obj. 2, d Obj. 3, b Obj. 4, a Obj. 4, b Obj. 4, c Obj. 5, b	--- 610 --- --- --- --- --- ---	350 1,400 175 175 525 175 350 350	700 1,225 350 350 1,050 --- --- ---	1,050 3,235 525 525 1,575 175 350 350
Total Person-Hours		4,610	3,700	3,675	11,985
Person-Years		2.2	1.8	1.8	5.8

TABLE C - FY 1985 MEAT AND POULTRY  
INSPECTION OPERATIONS PROGRAM  
INTER-PROGRAM AREA  
PERSON-HOURS/PERSON-YEARS IMPACT

Item		Impacts					
Program Activity	Objectives	MPITS	AM	OA(EEO)	OA(PPP)	OA(R&E)	TOTAL
RMA	Obj. 1, g.	---	210	---	---	---	210
	Obj. 3, g.	---	---	---	---	210	210
	Obj. 3, h.	100	100	---	100	---	300
	Obj. 3, j.	---	520	---	---	---	520
	Obj. 4, d.	520	---	---	---	---	520
	Obj. 4, e.	100	---	---	---	310	410
RO	Obj. 2, g.	520	---	---	---	---	520
	Obj. 2, j.	1,040	---	---	---	---	1,040
	Obj. 5, d.	---	1,040	---	---	---	1,040
	Obj. 5, f.	---	---	520	---	---	520
Total Person-Hours		2,280	1,870	520	100	520	5,290
Person-Years		1.1	.9	.25	.05	.25	2.55



TABLE D - FY 1985 MEAT AND POULTRY INSPECTION  
TECHNICAL SERVICE PROGRAM  
INTER-PROGRAM AREA  
PERSON-HOURS/PERSON-YEARS IMPACT

Item		Impacts					
Program Activity	Objectives	IP	MPIO	SCI	AM	OA	TOTAL
FESD	Obj. 1, a.	Hours	Hours	Hours	Hours	Hours	Hours
	Obj. 1, b.	---	20	---	---	10 <u>3</u> /	30
	Obj. 3, a.	---	40	---	---	---	40
	Obj. 3, c.	---	---	---	---	420 <u>2</u> /	420
	Obj. 3, e.	---	---	---	---	40 <u>2</u> /	40
	Obj. 3, g.	---	---	2,050	---	---	2,050
	Obj. 4, a.	---	12	---	---	40 <u>2</u> /	40
	Obj. 4, d.	---	8	24	---	12 <u>2</u> /	48
	Obj. 5, b.	---	10	80	---	---	88
	Obj. 5, c.	---	80	---	---	40 <u>4</u> /	50
						40 <u>4</u> /	120
PPID	Obj. 2, a.	---	40	---	---	---	40
	Obj. 2, b.	---	30	20	---	---	50
	Obj. 2, f.	---	30	---	---	---	30
	Obj. 2, g.	---	30	---	---	---	30
	Obj. 2, i.	---	20	20	---	20 <u>4</u> /	60
	Obj. 2, j.	---	100	200	---	---	300
	Obj. 2, k.	---	---	20	---	---	20
	Obj. 2, m.	---	40	40	---	---	80
	Obj. 2, n.	---	80	---	20	---	100
	Obj. 2, p.	---	---	10	---	---	10
	Obj. 3, b.	---	---	---	---	20	20
	Obj. 3, d.	---	---	---	---	20	20
	Obj. 3, e.	---	---	---	---	20	20
	Obj. 3, f.	---	---	---	---	20 <u>4</u> /	20
	Obj. 3, g.	---	---	---	---	20 <u>4</u> /	20
	Obj. 3, h.	---	---	---	---	20 <u>4</u> /	20
	Obj. 3, i.	---	10	---	---	---	10
SISP	Obj. 1, a.	---	1,000	200	---	---	1,200
	Obj. 1, b.	---	1,000	200	---	---	1,200
	Obj. 1, c.	---	---	160	---	---	160
	Obj. 1, d.	---	3,000	400	---	---	3,400
	Obj. 1, e.	---	240	320	---	---	560
	Obj. 1, f.	---	360	240	---	---	600
	Obj. 1, g.	---	960	160	---	---	1,120

-Continued-

TABLE D - FY 1985 MEAT AND POULTRY INSPECTION  
TECHNICAL SERVICE PROGRAM  
INTER-PROGRAM AREA  
PERSON-HOURS/PERSON-YEARS IMPACT - Continued

Item		Impacts					
Program Activity	Objectives	IP	MPIO	SCI	AM	OA	TOTAL
		Hours	Hours	Hours	Hours	Hours	Hours
	Obj. 1, i.	---	1,200	320	---	---	1,520
	Obj. 2, a.	---	1,200	400	---	---	1,600
	Obj. 2, c.	---	1,200	400	---	---	1,600
	Obj. 2, d.	---	720	400	---	---	1,120
	Obj. 2, e.	---	640	160	---	---	800
	Obj. 3, b.	---	144	---	---	---	144
	Obj. 3, c.	---	144	---	---	---	144
	Obj. 3, d.	---	5,000 1/	400	---	---	5,400
SLD	Obj. 1, e.	---	---	---	---	20 4/	20
	Obj. 2, a.	---	20	---	---	20 4/	40
	Obj. 2, b.	---	10	---	---	---	10
	Obj. 2, c.	---	20	---	---	20 4/	40
	Obj. 2, d.	---	40	---	---	---	40
	Obj. 3, a.	---	20	---	---	20 4/	40
	Obj. 3, b.	---	20	---	---	---	20
	Obj. 3, c.	---	---	40	---	20 4/	60
	Obj. 3, d.	---	---	---	---	10 4/	10
	Obj. 3, h.	---	---	---	---	10 4/	10
	Obj. 4, a.	---	---	---	---	20 4/	20
	Obj. 4, b.	---	---	---	---	20 4/	20
	Obj. 4, c.	---	---	---	---	20 4/	20
	Obj. 4, d.	---	20	---	---	20 4/	40
	Obj. 4, e.	---	---	---	---	20 4/	20
	Obj. 4, g.	---	---	---	---	20 4/	20
	Obj. 4, i.	---	---	---	---	20 4/	20
	Obj. 4, j.	---	40	---	---	20 4/	60
	Obj. 3, a.	20	20	20	20	60 5/	140
	Obj. 3, b.	80	80	80	40	160 5/	440

-Continued-

TABLE D - FY 1985 MEAT AND POULTRY INSPECTION  
TECHNICAL SERVICE PROGRAM  
INTER-PROGRAM AREA  
PERSON-HOURS/PERSON-YEARS IMPACT - Continued

Item		Impacts					
Program Activity	Objectives	IP	MPIO	SCI	AM	OA	TOTAL
		Hours	Hours	Hours	Hours	Hours	Hours
IEDM	Obj. 1, e.	---	174	---	---	---	174
	Obj. 1, f.	---	174	---	---	---	174
	Obj. 1, g.	---	174	---	---	---	174
	Obj. 1, h.	---	174	---	---	---	174
	Obj. 1, i.	---	174	---	---	---	174
	Obj. 1, j.	---	174	---	---	---	174
	Obj. 1, k.	---	174	---	---	---	174
	Obj. 3, l.	---	174	---	---	---	174
	Obj. 3, m.	---	174	---	---	---	174
	Obj. 3, n.	---	174	---	---	---	174
	Obj. 3, o.	---	166	---	---	---	166
	Obj. 3, p.	---	160	---	---	---	160
	Obj. 3, a.	160	160	160	160	160 4/	800
	Obj. 3, b.	40	40	40	40	40 4/	200
	Obj. 3, c.	5	5	5	5	5 4/	25
	Obj. 5, d.	---	208	---	---	---	208
Total Person-Hours		305	20,141	6,569	285	1,447	28,747
Person-Years		.15	9.68	3.16	.14	.70	13.83

1/ Includes four planned projects and four unknown projects.

2/ ILA.

3/ RE.

4/ PPP.

5/ 20 hrs. each, ILA, PPP and RE.

6/ 80 hrs. PPP, 40 hrs. each ILA and RE.

TABLE E - FY 1985 SCIENCE PROGRAM  
INTER-PROGRAM AREA  
PERSON-HOURS/PERSON-YEARS IMPACT

Item		Impacts						
Program Activity	Objectives	IP	MPIO	MPITS	AM	OA(PPP)	Total	
		Hours	Hours	Hours	Hours	Hours	Hours	
ODA	Obj. 1	---	---	---	500	---	500	
	Obj. 1	80	210	---	---	80	370	
	Obj. 2	80	2,000	---	---	160	2,240	
	Obj. 3	80	---	480	---	---	560	
	Obj. 4	80	600	250	---	120	1,050	
CD	Obj. 5	---	50	300	---	---	350	
	Obj. 1	---	6,000	---	---	---	6,000	
	Obj. 2	---	80	40	---	---	120	
	Obj. 6	---	---	100	---	---	100	
	Obj. 8	---	200	---	---	---	200	
FIAD	Obj. 1	---	250	---	---	---	250	
	Obj. 2	---	100	---	---	---	100	
	Obj. 3	---	100	---	---	---	100	
	Obj. 4	---	100	---	---	---	100	
	Obj. 13	150	7,000	---	---	---	7,150	
	Obj. 14	500	2,000	---	---	---	2,500	
PED	Obj. 1	---	10	---	---	---	10	
	Obj. 2	---	1,016	---	---	---	1,016	
	Obj. 3	---	200	---	---	---	200	
	Obj. 6	---	50	---	---	---	50	
REPD	Obj. 1	---	75,000	500	---	2,080	77,580	
	Obj. 2	7,500	---	---	---	1,040	8,540	
	Obj. 4	---	2,000	100	---	1,040	3,140	
Total Person-Hours		8,470	96,966	1,770	500	4,520	112,226	
Person-Years		4.1	46.6	.9	.2	2.2	54.0	

## APPENDIX B

### FSIS ORGANIZATION STRUCTURE

#### INTERNATIONAL PROGRAMS

Office of the Deputy Administrator,  
Including Veterinary Attache

Export Coordination Division

Foreign Programs Division

#### MEAT AND POULTRY INSPECTION OPERATIONS

Office of The Deputy Administrator

Resource Management and Analysis Staff  
Administrative Support Unit  
Financial Management Unit  
Program Analysis Unit

Office of the Assistant Deputy Administrator,  
Compliance and Staff Operations:

Compliance Division  
Case Evaluation Branch  
Enforcement Operations Branch

Emergency Programs Staff

Federal-State Relations Staff

Office of the Assistant Deputy Administrator,  
Regional Operations:

Regional Offices  
Area Offices  
Circuit Supervisors

#### MEAT AND POULTRY INSPECTION TECHNICAL SERVICES

Office of the Deputy Administrator

Facilities, Equipment and Sanitation Division  
Equipment Standards and Review Branch  
Facilities Standards and Review Branch  
Sanitation Standards and Review Branch

Industrial Engineering and Data Management Division  
Industrial Engineering and Ergonomics Branch  
Information Systems and Applications Branch  
Information Systems Planning, Technology, and Standards Branch

Processed Products Inspection Division  
Canning Procedures Branch  
Processed Products Inspection Procedures Branch  
Quality Control and Inspection Procedures  
Evaluation Branch  
Quality Control and Systems Development Branch

Program Training Division  
Poultry, Supervision/Management and Special  
Projects Branch  
Red Meat Slaughter, Science and Processed  
Food Inspection Branch

Slaughter Inspection Standards and Procedures Division  
Branch I  
Branch II

Standards and Labeling Division  
Labeling Branch  
Operations Branch  
Standards Branch

Technology Transfer and Assessment Staff

#### SCIENCE

Office of the Deputy Administrator

Chemistry Division  
Chemistry Division Laboratory Branch  
Planning, Review and Evaluation Branch

Field Service Laboratories Division  
Eastern Laboratory  
Midwestern Laboratory  
Western Laboratory

Food Ingredient Assessment Division  
Nutrition Branch  
Product Safety Branch

Mathematics and Statistics Division  
Scientific Information Branch  
Statistical Analysis Branch

Microbiology Division  
Food Microbiology Branch  
Medical Microbiology Branch  
Microbiological Monitoring and  
Surveillance Branch

Pathology and Epidemiology Division  
Epidemiology Branch  
Pathology Branch  
Serology Branch

Residue Evaluation and Planning Division  
Evaluation Branch  
Planning Branch

#### ADMINISTRATIVE MANAGEMENT

Office of the Administrator

Office of the Deputy Administrator

Administrative Services Division  
Paperwork Management Branch  
Procurement and Property Branch  
Program Services Branch

Budget and Finance Division  
Budget Execution and Control Branch  
Budget Formulation and Presentation Branch  
Accounting Operations and Systems Branch  
Fiscal Services and Reviews Branch

Personnel Division  
Classification and Organization Branch  
Employee Development Branch  
Employee Relations Branch  
Employment and Employee Benefits Branch  
Personnel Operations Branch  
Program Evaluation and Safety Branch  
Washington Servicing Personnel Office

Labor Management Relations Staff

#### EQUAL EMPLOYMENT OPPORTUNITY STAFF

Office of the Director

Hispanic Employment Program

Federal Women's Program

Upward Mobility Program



INFORMATION AND LEGISLATIVE AFFAIRS STAFF

Office of the Director

Information Office

Audio Visual Unit  
Printed Media Unit

Legislative Affairs Office

Executive Correspondence and Special  
Assignment Unit

Public Awareness Office

POLICY AND PROGRAM PLANNING STAFF

Office of the Director

Emergency Planning Office

Executive Secretariat

Freedom of Information Unit  
Information Processing and Correspondence  
Control Unit

Policy Analysis Office

Policy Studies Unit  
Program Planning Unit

Regulations Office

Regulations Review Unit  
Regulations Development Unit

REVIEW AND EVALUATION STAFF

Office of the Director

Analysis and Evaluation Office

Program Review Office

Special Projects Office

## APPENDIX C

### GLOSSARY: ACRONYMS

AAP	Affirmative Action Plan
ADP	Automated Data Processing
AFGE	American Federation of Government Employees
AIIS	Automated Import Information System
AM	Administrative Management
AMI	American Meat Institute
AMS	Agricultural Marketing Service
Am	Ante-mortem
AOAC	Association of Official Analytical Chemists
APHIS	Animal and Plant Health Inspection Service
AQL	Acceptance Quality Level
ARS	Agricultural Research Service
ASD	Administrative Services Division
ASTM	American Society for Testing and Materials
ATSP	Association for Technical and Supervisory Personnel
BACTEC	Bacteria Technique
CAS	Centralized Accounting System
CAST	Calf Antibiotic Sulfa Test
CDWG	Civil Defense Working Group
CHC	Chlorinated Hydrocarbons
CIC	Chemist-in-Charge
CSO	Compliance and Staff Operations
CR	Civil Rights
CRS	Contamination Response System
CSRA	Civil Services Reform Act
CuSum	Cumulative Sum Sampling Plan
DBMS	Data Base Management System
DES	Diethylstilbestrol
DOD	Department of Defense
DOPA	Dihydroxyphenylalanine
EEC	European Economic Community
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
EIA	Enzyme Immunoassay
ELISA	Enzyme Linked Immunosorbent Assay
EMPB	Emergency Mobilization Preparedness Board
EP	Exploratory Program
EPA	Environmental Protection Agency
EPO	Emergency Planning Office
EO	Executive Order
ERAIE	Establishments Requiring Additional Inspection Effort
ERRC	Eastern Regional Research Center
ESP	Exploratory Surveillance Programs
FAWG	Food and Agriculture Working Group
FBHCC	Foodborne Hazard Control Center
FDA	Food and Drug Administration
FEHBA	Federal Employee Health Benefit Act

FEMA	Federal Emergency Management Agency
FEORP	Federal Equal Opportunity Recruitment Program
FESD	Facilities, Equipment, and Sanitation Division
FFDCA	Federal Food, Drug, and Cosmetic Act
FIAD	Food Ingredient Assessment Division
FLRA	Federal Labor Relations Authority
FLRC	Federal Labor Relations Council
FLSA	Fair Labor Standards Act
FMCS	Federal Management and Communications System
FMIA	Federal Meat Inspection Act
FOIA	Freedom of Information Act
FRERP	Federal Radiological Emergency Response Plan
FRPCC	Federal Radiological Preparedness Coordinating Committee
FSIP	Federal Service Impasses Panel
FSIS	Food Safety and Inspection Service
FSL	Field Service Laboratories
FTC	Federal Trade Commission
FWPM	Federal Women's Program Managers
FY	Fiscal Year
GAO	Government Accounting Office
GC/MS	Gas Chromatography/Mass Spectrometry
GLC	Gas Liquid Chromatograph
GMP	Good Manufacturing Practice
GPO	Government Printing Office
GS	General Schedule
GSA	General Services Administration
GTA	General Travel Authorization
HEPM	Hispanic Employment Program Managers
IDP	Individual Development Plans
IEDM	Industrial Engineering and Data Management Division
IIC	Inspector-in-Charge
ILA	Information and Legislative Affairs Staff
INADA	Investigation of New Animal Drug Application
IP	International Programs
IPC	Information Processing Center
IPCS	Inspection Position Coverage System
IPPS	In-Plant Performance System
IRE	Intensified Regulatory Enforcement
IRM	Information Resources Management
IRMRB	Information Resources Management Review Board
IS	Impact Statement
ITA	Institute of Technology Assessment
LAST	Live Animal Swab Test
LMR	Labor Management Relations
LSFS	Laboratory Sample Flow Sample
MSD	Mathematics and Statistics Division
MARCIS	Microbiological and Residue Contamination Information System

MDL	Microbiology Division Laboratories
MIC	Microbiologist-in-Charge
ML	Milliliter
MLG	Microbiology Laboratory Guidebook
MMSP	Monitoring and Surveillance Programs
MOSS	Memorandum of Screening and Surveillance
MPI	Meat and Poultry Inspection
MPIO	Meat and Poultry Inspection Operations
MPIP	Meat and Poultry Inspection Program
MPITS	Meat and Poultry Inspection Technical Services
MSI	Modified Sequential Inspection
MSRL	Meat Science Research Laboratory
MS(S)	Mechanically Separated (Species)
MTI	Modified Traditional Inspection
MYAAP	Multi-Year Affirmative Action Plan
NASCI	National Agency Security Check Inquiry
NADA	New Animal Drug Application
NASDA	National Association of State Departments of Agriculture
NAFV	National Association for Federal Veterinarians
NELS	New Line Speed
NFC	National Finance Center
NFCS	Nationwide Food Consumption Survey
NFPA	National Food Processors Association
NJC	National Joint Council
NMCA	National Meat Cannery Association
NGP	Negotiated Grievance Procedure
NTIP	New Turkey Inspection Procedures
NTIS	New Turkey Inspection Systems
OD	Organizational Development
OGC	Office of General Counsel
OIG	Office of Inspector General
OLMR	Office of Labor Management Relations
OMB	Office of Management and Budget
ORBIT	Overnight Rapid Beef Identification
OPM	Office of Personnel Management
OWCP	Office of Workmen's Compensation Program
PA	Privacy Act
PACE	Professional and Administrative Career Examination
PCP	Planned Compliance Program
PED	Pathology and Epidemiology Division
PFF	Protein Fat Free
PFT	Personnel Full Time
PI	Plan of Inspection
PM	Post-Mortem
PMAR	Personnel Management Assistance Review
POE	Port-of-Entry
PPIA	Poultry Products Inspection Act
PPID	Processed Products Inspection Division
PPM	Parts Per Million

PPP	Policy and Program Planning Staff
PSA	Public Service Announcements
QA	Quality Assurance
QC	Quality Control
R&E	Review & Evaluation Staff
RAP	Residue Avoidance Program
REPD	Residue Evaluation and Planning Division
REPPRP	Radiological Emergency Planning, Preparedness and Response Program
RES	Residue Evaluation and Surveillance
RFP	Request for Proposal
SCI	Science
SEA	Staphylococcal Enterotoxin A
SEB	Staphylococcal Enterotoxin B
SEC	Staphylococcal Enterotoxin C
SED	Staphylococcal Enterotoxin D
SEE	Staphylococcal Enterotoxin E
SES	Senior Executive Service
SISPD	Slaughter Inspection Standards and Procedures Division
SLUC	Program Standard Level User Charges
SOW's	Statements of Work
SMZ	Sulfamethazine
SPS	Supervision of Performance System
SST	Swab Test for Sulfa Drugs
STOP	Swab Test On Premises
SWMPA	Southwestern Meat Packers Association
T&A	Time and Attendance
TASC	Technology Assessment Steering Committee
TQC	Total Quality Control
TLC	Thin Layer Chromatographic
TRAP	Total Residue Avoidance Program
TS	Technical Services
ULP	Unfair Labor Practice
USC	United States Code
USDA	United States Department of Agriculture
VMO	Veterinary Medical Officer
WAMIS	Work force and Assignment Management Information System
WGI	Within-Grade Increase
WSMA	Western States Meat Inspection
<u>E</u>	

## APPENDIX C - Continued

### GLOSSARY: Definitions Of Terms

1. Program Area - The spectrum of organizational activities that are the responsibility of each deputy administrator or staff officer, each of whom reports directly to the Administrator. Program areas comprise the major organizational elements through which Agency activities are accomplished.
2. Program Activity - Generally refers to organizational divisions or staff units within the program area. If a particular group or staff unit is to be highlighted as a significant part of the program area, then it is also considered as a program activity.
3. Program Goal - Major category or broad management control for executing broad aspects of individual missions for each program area.
4. Activity Objective - Specific category of management control for executing broad aspects of assigned goal by each program activity.
5. Activity Plan - Specific management groupings for executing measurable program assignments within an objective.
6. Completion Schedule (Quarter) - Indicates the quarter(s) of the fiscal year in which the objective or accomplishment is planned for completion (I, II, III, or IV). If an objective or accomplishment is not expected to be completed during the fiscal year, it is considered "ongoing." Quarterly reviews should indicate percentage of completion achieved.
7. Activity Resources - Refers to projected levels of:  
a) person-years and b) dollars required to realize the stated objectives and accomplishments. Person-years refers to estimates of full time, part time and overtime hours worked adjusted to an annual full-time equivalent.











